Atlantic LNG Company of Trinidad and Tobago is a privately operated Trinidad and Tobago company established by its partners to liquefy natural gas for export. The Company began operations in 1999 with a single ‘train’ or liquefaction unit. Two additional trains were constructed in 2002 and 2003 while a 4th is scheduled for completion in 2005.

Atlantic directly employs 424 nationals and some 242 contract workers provided by various Trinidad companies.
From the President

Early last year, the executive leadership of Atlantic LNG Company of Trinidad and Tobago decided to initiate a process of reporting annually to our stakeholders about our performance and activities as a corporate citizen and as a business. This is the first such report, covering the year 2004. Two obvious questions are “Why is Atlantic choosing to report in this way on its activities?” and “What are the objectives of preparing such a report?”

This annual corporate social responsibility report is but one element of Atlantic’s relationship with our stakeholders. Yet it is an important element of the relationship because it is a written account of our plans, actions and outcomes against which we can easily be held accountable to our stakeholders. We are reporting to you in this way to provide a lens into our intentions and our performance as another means for our stakeholders to get to know us more thoroughly. We believe that the more you know us and understand us, the more you will trust us as a consistent, reliable and valuable member of our local and national communities.

The objectives of this report are simple. We want to establish a reference document about Atlantic LNG and a written record of our performance against plans during 2004. We want to publish a baseline document that records representative feedback of what you think of us. And, we want to record our commitments to you to address your feedback and our performance intentions for 2005. We plan to continue this process annually.

Feedback from our local and national communities reveals that you think of Atlantic as “successful” and “important”, but that you don’t really know us very well or understand what we do. Our home community of Point Fortin has been an integral part of the oil industry in Trinidad and Tobago for five generations. Oil exploration, production and refining are well understood as business activities. The present and past industry companies are well known. Today’s survey respondent is almost surely related in some way to one of these companies past or present. Gas, on the other hand, is a relatively new industry in the country. LNG is in its infancy. Likewise, Atlantic LNG is a new company, experiencing very rapid growth. We don’t want to wait years or grow into a second generation of employees for you to get to know us well.

Consistent with the objectives described above, this report contains some useful background information about Atlantic LNG, our business and our operations. The primary thrust of the report however, is to provide an open account of what we stand for, what we planned to do, how we did and what you think of us. From this platform, we set out our commitments to you for 2005. We hope that you find this document to be insightful, educational and worthy of periodic review. We would appreciate your feedback.

Rick Cape
President
# 1.0

## ABOUT OUR REVIEW

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The goal of this review is to begin the process of sharing information about our social and environmental performance. Communicating what we do and taking feedback that either validates or suggests modifications to our corporate social responsibility initiatives is a critical aspect of our ongoing engagement with our many stakeholders whom we define as our employees, members of the Point Fortin community, the wider national community of Trinidad and Tobago, the Government, our business partners and the media. The process is a voluntary one to which Atlantic readily submits.

When we speak of ‘corporate social responsibility’, we share the definition offered by Sandra Waddock* paraphrased here: “the demonstration of accountability for our actions, practices and impacts to our stakeholders as we work towards the development of mutually beneficial, interactive and trusting relationships.”

Atlantic is aware of the specialised frameworks such as the Global Reporting Initiative (GRI), the SA8000 and the Oil and Gas Industry Guidelines in Sustainability Reporting which set out standards for social responsibility reporting. Future reports will move further towards the adoption of these standards where applicable in order to achieve higher quality reporting to our key stakeholders. More information on GRI can be found at www.globalreporting.com.

The scope of this report is to share highlights of Atlantic’s 2004 performance in relation to the social and environmental commitments we have made. As a relatively new company, we have also offered some background information relating to our business and development so as to provide some context for our readers.

The Company believes that real value to our stakeholders can be derived from our performance, social, economic, and business and through our commitment to the development of our people to ensure their enjoyment of the great future that is possible for us all.

1.1 Atlantic’s Stands

These are guiding business principles adopted by Atlantic LNG and which form a framework for our social and environmental performance.

<table>
<thead>
<tr>
<th>Safety</th>
<th>We will ensure that all of Atlantic’s activities are conducted in a manner that protects the health and safety of Atlantic’s employees, contractors, visitors and community.</th>
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<tr>
<td>Environment</td>
<td>We will improve Atlantic’s understanding of the impact of Atlantic’s activities on the environment. We will strive to minimise and mitigate its effects.</td>
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<tr>
<td>Diversity</td>
<td>We recognise the value of diversity and will strive to realise the benefits that our differences present.</td>
</tr>
<tr>
<td>Honesty</td>
<td>We will be consistent, honest and respectful in our behaviour.</td>
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1.2 Corporate Governance

Atlantic has endorsed the principles of corporate governance in all its endeavours both in its internal operations and in its dealings with external entities including its shareholders.

At the helm of the management of the Company are our President and Vice Presidents. They are responsible for governing Atlantic’s internal affairs and they review and monitor the work of the Company’s employees. They oversee the day to day management of the Company. Because of Atlantic’s unique corporate structure, the management of Atlantic for long-term sustainability is guided by a five-year business strategy approved by the shareholders of the Atlantic group of companies.

The members of each of the Atlantic group’s three companies oversee the business activities for each company at a strategic level to ensure that they are congruent with each company’s long-term objectives and shareholder expectations. (See 7.1)

Member meetings are held on a regular basis to deal with all matters concerning the performance of the group and activities that require member approval.

Member committees provide support by providing expertise when and where required including:
• Assisting with peer reviews
• Providing access to member networks of expertise
• Providing assurance for members
• Performing a quality assurance/quality control role

The existing committees are:
• Health, Safety, Security & Environmental
• Technical
• Operations
• Commercial
• Reputation
• Finance & Tax

This high level of organisation in terms of the Corporate Governance structure is intended to provide dissemination of information among shareholders to ensure a smooth decision-making process with approvals effectively and efficiently obtained. Atlantic’s management ensures that these decisions once made are implemented.

1.3 Corporate Social Responsibility

Ultimate accountability for Atlantic’s Corporate Social Responsibility rests with the Atlantic Management Team headed by the President. This Team meets regularly to maintain alignment with business objectives agreed with the shareholders. These objectives relate to Atlantic’s production operations, HSSE performance, HR and Reputation management.

1.4 Process Safety Management

In the area of Process Safety Management, Atlantic is committed to promoting an accident-free workplace and has adopted a zero tolerance policy for incidents and accidents. In this regard, our safety management systems are focused on proactive accident prevention and risk management. Atlantic’s site safety management system is based on OSHA 1910.119 Process Safety Management standard and provides the framework for process risk management. This process is further supported by continuous employee development and on-going access to safety training. The system is built around all the elements of Process Safety Management i.e. Process Safety Information, Process Hazard Analyses, Operating Procedures, Operator Training and Certification, Mechanical Integrity, Permit Requirements, Contractor Management, Management of Change, Auditing, Emergency Preparedness and Response, Incident Investigation and Analysis and Pre Startup Safety Reviews. This system is continuously audited and monitored to determine the strengths and weaknesses by both internal and external auditors.

1.5 Environmental Management System

Atlantic has taken a proactive approach in managing its environmental performance by implementing and maintaining the ISO 14001 Environmental Management System. In 2001, the company embarked on activities to meet the requirements of this standard and was successful in December 2001. It was granted certification against ISO 14001 standards for Train 1. In December 2004, Atlantic sought and achieved ISO 14001 certification for Trains 2 and 3, as well as recertification for Train 1.

Atlantic’s Environmental Management System (EMS) is endorsed by top management and is a testament to the company’s commitment to the prevention of pollution and its dedication to continuous improvement of its overall environmental performance. This is evident in the programmes that are developed to achieve its environmental objectives, to which a great deal of planning and resources are dedicated. The Management Representative for the system is the HSE Manager whilst the EMS activities are coordinated by an EMS Coordinator so that there is a full time focus on the system. This plays a large part in Atlantic's continuous success in the surveillance audits that are conducted twice per year.
1.6 Audits

Mandatory external audits are regularly performed.

PriceWaterhouse Coopers (PWC) conducts an annual audit as required by law. Audited financial statements are filed together with the company’s corporate tax returns.

Bi-annually, the Trinidad and Tobago Bureau of Standards (TTBS) conducts a surveillance audit related to Atlantic’s ISO 14001 certification. Recertification audits are also undertaken every three years. Atlantic, like certified companies worldwide, is listed on the ISO website.

A joint team from shareholder companies perform annual audits of all Atlantic’s activities and the company is also subject to any other reviews that its shareholders may wish to conduct.

In addition, Atlantic’s audit function undertakes continuous reviews and audits of all aspects of the company’s operations.

Atlantic’s employees are required to conduct on schedule, Advanced Safety Audits (ASAs) and Office Safety Observations (OSOs) continuously. These are driven internally by Atlantic’s management.

1.7 Regulatory Compliance

Atlantic’s licence to operate the LNG facility in Point Fortin is subject to an extensive framework of statutory regulations and legal control. As a company, we manage the adherence to legal principles through close monitoring and review of all operating processes. The Legal department of Atlantic is responsible for overseeing the observance of all laws, governmental regulations and control and liaises with the HSSE Department concerning environmental matters, with the Technical Services Department in relation to matters concerning infrastructure and the Operations Department on production and shipping matters.

The Company assiduously undertakes environmental monitoring pursuant to requirements set out in its planning approvals to ensure that it is able to keep abreast of developments within its immediate environment that may be attributable to its activities.

One of the pre-requisites to the Atlantic group’s operations is the grant of governmental licences for all its activities. For all three Atlantic companies, Final Planning Approval from the Town and Country Planning Division and Certificates of Clearance from the Environmental Management Authority have been received. In addition to this, we apply for all other relevant approvals from the respective regulatory authorities.

Atlantic continues to honour its commitment to sustainable development, the environment, its employees and the country of its location and prides itself on its focus on maintaining and improving the Company’s reputation. We have a vibrant Corporate Communications Unit that monitors and addresses reports received from residents in the environs of the LNG Facility.

Atlantic LNG engaged the services of Tyler Consulting Ltd to review aspects of its Corporate Social Responsibility (CSR) activities for informing the publication of its first Corporate Social Responsibility Report.
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In general, the process has revealed that Atlantic is committed to its CSR Programmes, and continues to pursue the best options for ensuring that Atlantic is seen as an employer of choice, a good corporate citizen in the community where it does business. The Company aspires to be a good corporate partner in the Government of Trinidad and Tobago’s initiative to utilise voluntary resources from the energy industry to stimulate downstream service capacity, to invest in and develop local human resource capacity to support the energy and non-energy sectors. Further, Atlantic has demonstrated that it is willing to make changes of a sustainable nature in Trinidad and Tobago by investing in programmes that deliver long-term health, educational and employment benefits to the wider national community.

It is the opinion of Tyler Consulting that Atlantic’s efforts to do this work set it apart from those companies which tend to support urgent charitable needs that may be neither developmental nor sustainable.

### 2.1 Findings

Atlantic LNG’s approach to its CSR commitments has received great commendation from its stakeholders in the following categories:

- **Employees**
  
  Most employees, despite some level of dissatisfaction, have a strong commitment to the company and believe the company is doing a great job at providing training and career opportunities. Many feel that the company has some work to do to put better systems in place so that opportunities for promotions and compensation are more transparent. However, employees are generally satisfied that the Company listens to their issues and responds well in taking corrective action. Despite some negative issues raised, most employees agreed that Atlantic is “an employer of choice.” Employees especially appreciate the fact that Atlantic creates the space for employees who are innovative and exhibit work-related behaviours valued by the Company.

  Support of CSR at Atlantic is also demonstrated by the participation of a wide cross-section of employees who support Atlantic’s community programmes. Employee support of the company is demonstrated by the level of contributions made to the United Way Trinidad and Tobago programme. Over 75% of employees responded to the pledge drive. Additionally, over 60% of employees have made initial financial contributions on a monthly basis through salary deduction. In 2004 employees raised some $100,000 for charity through events they designed and managed. This and the other examples of employee participation in CSR initiatives mentioned here demonstrate a high level of employee support, and is certainly a key performance indicator of the company’s popularity among its employees.

- **Community**
  
  Although the company’s fence line community feels that access to the Atlantic facility is too restricted, and that the Company is not doing enough on its own or in getting its industry partners to do a better job in protecting the community from environmental degradation, there is still widespread support for the company’s CSR efforts. The community is pleased with Atlantic’s performance in the area of supporting youth development though the various Programmes like the Apprenticeship Trainee Programme, Operator Trainee Programme and The “Point Fortin’s Finest” Programme. The community stakeholders especially appreciate the “Atlantic For Children” programme for its impact on long-term community development. They say, “These programmes are wonderful as the youth in the community can access jobs if not at Atlantic itself, then in other companies.” Other areas where the Company wins big with the community include the work done in support of the community’s efforts to build its own Emergency Response Plan. Although this programme gets wider industry partner support, members of the community feel “if it was not for Atlantic this programme would not be as advanced as it is today.”

- **HSSE Best Practices - 15 million man-hours without Lost Time Injuries (LTIs)**
  
  While Atlantic could boast of its excellent safety record, the Company is more excited about its company-wide efforts to get people trained and aware of HSSE issues and the commitment that goes into changing behaviours that go an even longer way to prevent injuries from occurring at all. The company takes this HSSE commitment a step further and holds its contractors to the same safety standards. In this regard, the Company is in the process of rolling out an Enterprise-Wide HSSE Performance Management Software Application that would provide the tool necessary for greater efficiency and effectiveness in tracking, reporting and responding on HSSE matters in a more timely manner.

- **Security**
  
  In light of heightened security alertness across the globe, Atlantic has put an ISPS System in place that has been guided by international authorities and supported by the Trinidad and Tobago Government. Systems upgrade to and compliance with this new
security code will improve the Company’s capacity to protect its employees and facilities from potential danger.

- Government and Business Partner Relations programmes with public and private sector partners are highlighted by the Company’s health, educational and training initiatives. (See Case Studies). These are seen as bold and innovative.

- Corporate Sponsorships—Like most businesses operating in Trinidad and Tobago, Atlantic allocates significant financial resources to programmes that may not necessarily be seen as CSR initiatives, such as building facilities for sports and cultural events within the home community. While some may argue that these programmes may not be sustainable, the Company is very clear that these corporate giving programmes are important for community development, boosting morale and developing relationships.

- Participatory Approach - In reviewing the successes the Company has achieved in the communities where it operates, it is believed that a large part of the Company’s popularity is owed to the participatory approach that has won it the partnerships that have so far led to some of its more successful community projects. This partnership is evident from the working relationship the Company has with the Point Fortin Borough Corporation, the Borough Council and the Point Fortin Community Council, a one-of-a-kind forum for the exchange of information established by Atlantic one year after the Company was established. These successful partnerships have led to the development of sustainable programmes including the support of the establishment of a Point Fortin Emergency Response Plan, the Apprenticeship Programme, the Operator Trainee Programme, the special NESC programmes to develop practical skills for employment, the UWI Environment Engineering Chair, the TeleHealth Link Programme and most of the programmes under the Atlantic for Children umbrella.

2.2 Continuous Improvement

This report is part of the continual improvement ethos of Atlantic and will begin the drive to continuously review its CSR activities and overall business performance to assess its successes, identify gaps and take necessary corrective action. It is envisioned that the learning opportunities in 2004 will inform how the company reassesses its role in contributing to sustainable development initiatives within Point Fortin, its home community, and the wider community of Trinidad and Tobago.

With regard to HSSE, this 2004 review reveals that Atlantic’s HSSE programmes and performance are at the forefront in putting the people elements first, and implementing necessary training and supporting systems so that HSSE becomes a way of life. While employees did have complaints in other areas, they felt that HSSE issues are being addressed and employees are grateful for the consistent focus on encouraging employee participation. This understanding and practice has resulted in a Lost Time Injury Frequency (LTIF) of 0 injuries per 15 million man-hours worked.

While employees are generally in agreement that Atlantic is an “employer of choice,” they feel that more can be done to ensure that compensation packages are more in line with those of other multinationals in the energy sector and above the level of local companies. Employees also feel that there needs to be better systems in place that would allow for greater transparency in the way staff is compensated and promoted. In interviews with the management of the Company it was indicated in response to those issues that progressive human resource systems have been put in place so that many of those issues should be eliminated or reduced by the 2005 CSR Report.

2.3 The Process

Tyler Consulting was engaged by Atlantic to conduct an independent review of its first corporate social responsibility report detailing its HSSE, social performance and employee relations programmes to assess efficiency gaps and identify opportunities for further development. Tyler Consulting was to provide a fair and honest assessment of these initiatives and offer insights for improvements. Tyler Consulting met with various stakeholders, including employees, community partners, recipients of corporate sponsorship/donations, and business and government partners to assess their views of Atlantic’s social and environmental programmes. We were allowed access to personnel, both within Atlantic and to external organisations with whom they interacted and to adequate support material without hindrance or favour. This enabled us to carry out our assessment in a fair and equitable manner.

Best practice recommendations have been considered in informing this review and undertaking this exercise identified the gaps that exist but does not inform what are appropriate mitigations. Special attention was also given to the cultural sensitivity of the home community and country where this review is being conducted. Given the
limited data and limited project life of many of the corporate donation programmes, it has not been possible to adequately discuss quantitative findings and programmes have not been fully addressed from the point of view of their return on investment (ROI).

2.4 Recommendations

• For CSR efforts to be sustainable they should be aligned to the company’s business strategy, and should be seen as part of the manner in which the company does business. Financial and other supporting data will allow for greater analysis of how the company is doing as a business.

• Many of the corporate donations efforts undertaken tend to be more philanthropic in nature. Supporting data to inform appropriateness or ROI needs to be made available. Atlantic should use its edge in actually doing good socially responsible work to begin a process of implementing systems and KPI measures that could begin to track performance and ROI.

• Philanthropic/charitable programmes should be labeled as such in order to distinguish these from the more sustainable and strategic CSR efforts.

• Atlantic should seek to implement a process for ongoing reporting to facilitate a more informative qualitative and quantitative review of CSR programmes and assessment of its business.

2.5 About the Reviewer

Founded in 1998, Tyler Consulting is incorporated in the Republic of Trinidad and Tobago; however, the company also provides innovative management and public policy solutions to private and public sector organisations world-wide.

Susan T. Granger Tyler, Director, Social and Economic Policy, a Tyler Consulting Principal, has over 10 years of experience in public policy and economic policy analysis, particularly in the areas of social assessment, institution strengthening, capacity building and business strategy for the private sector, governments and the non-government community. Ms. Granger Tyler holds an MSc, Economics (Social Policy and Planning in Developing Countries) from the London School of Economics (UK), and a BA, International Relations/Political Science from Trinity College, Hartford, CT (USA).

Recent CSR consultations include:


• Nestle Caribbean - Review and assessment of a representative sample set of local businesses’ CSR programmes.

• Oxfam - Market Access Review - to assess the level of CSR commitments from the Caribbean hotel and tourism industry to St. Lucian farmers.
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3.1 Training and Development

Atlantic is an equal opportunity employer. All qualified applicants will receive consideration for employment and promotion without regard to disability, race, creed, colour, ethnic background, national origin, religion or sexual orientation and without regard to gender.

One of Atlantic’s core commitments is the training and development of its people. Our philosophy on training entails a wide spectrum that caters from the basic to specialist knowledge required to cover the broad band of functions in our organisation. This range includes administrative, technicians, financial advisors, and specialist engineers, commercial and legal personnel. A significant investment in time and financial resources is placed on employee training and development to ensure staff is given every opportunity to improve their skills base and knowledge.

Atlantic LNG looks at this from a three-tiered perspective:
- Job-specific training aimed at improving the incumbent’s ability to perform effectively in the position held.
- Development opportunities which focus on training for progression within the organisation and may take the form of attendance at job-related seminars and conferences, cross-training in different units and on the job project involvement, secondment to shareholder companies.
- Educational assistance to employees to allow them to pursue any examinable and certifiable course of study which may be directly relevant to their current jobs or to others within the organisation.

The Company has established a set of Key Performance Indicators (KPIs), one of which measured the company’s objective that each employee would be given at least one significant training intervention each year. This ensures that supervisors and employees alike recognise their role in the challenge to improve employees’ ability to perform in their current roles. In the base year, 2003, this was indeed a success with an attainment of 98%. In 2004 this KPI stood at 95%.

At the close of 2004, of the 424 permanent persons in the organisation 105 employees were benefiting from educational assistance offered by the organisation. This represents 35% of the organisation.

Looking closer, it is useful to note the interests of the varying groups by functionality.

The business support groups were involved in programmes such as:
- Advanced Business Diploma
- ACCA
- Microsoft Certified Systems
- BSc in Computing and Engineering
- Diploma in Training and Management
- Masters in Business Administration
- Environmental Management and Technology

Our technical personnel accessed training in:
- Chartered Engineering
- Associate Degree in Electrical and Electronic Engineering
- BSc Information Systems
- BSc in Multidisciplinary Engineering
- Masters in Business Administration
- Masters in Production Management

Atlantic actively supports cross-crafting and multi-skilling training. An example of this is the pursuit of the ACCA programme by some of our employees. Initially, most requests to pursue this type of training came from the Finance unit. However, the Company now supports applications to pursue modules of this programme leading to diplomas from the Engineering and Legal units. Operators, maintenance and specialist technicians are also enrolling in the multidisciplinary engineering programmes.

3.2 Secondments

Secondments to the wider operations of our shareholders are one way in which we encourage development in our people. In 2002, there were secondments from the Legal and Commercial units to our Shareholder organisations within and outside of Trinidad. In 2004 two of these employees returned with greater experience and one was retained by an overseas shareholder.

In support of our drive to harness and share knowledge capabilities across the organisation, there were internal secondments as well: from the Engineering unit based at Pt. Fortin, Trinidad to Engineering in Houston, from Treasury and Risk to Commercial, from Commercial to Business Development. The Change Management Team of a company-wide strategic initiative to optimise business performance which was launched in 2003, is staffed by senior personnel, professionals and employees from both the operations and administrative areas of the Company.
3.3 Commitment to People

Case Study No.1 -
Making Employee Investment Count -
What Atlantic is Doing for its Employees

One of the surer indications of good CSR practices within companies is not only the work they do outside their walls, but rather the work that takes place within. A company’s investment in employee training and development may ultimately become the driving force of effective community, government and business partner relationships. There are many cases within Atlantic where this concept is well demonstrated.

Companies that undertake employee training and development programmes with a clear business strategy that outlines expectations and motivates employees into taking action, tend to grow their business and win over the support and confidence of employees. Once an employee is motivated, his/her energy can be channelled to support the company on its relationship-building efforts. And this is what builds good CSR practices.

The employees profiled here are typical of Atlantic’s approach to development and attribute their overall personal and professional achievements to some of the Company’s CSR efforts in the areas of education and training that support employee development.

Highlighted here are the progressive career movements of several Atlantic employees. There are many individual employee success stories in the 5-year history of Atlantic’s operations that are noteworthy of being highlighted. However, given limitations of time and space, a few typical cases are described here.

This study looks at the process through which these employees took advantage of the Company’s training and development opportunities and how they were able to use this edge to facilitate their own career advancement. As a result, these employees have become part of the management team and presently inform the decision-making process that drives the success of the business.

Interviews with several employees revealed that the Company continuously demonstrates its commitment to the area of CSR that advocates training and development of human resources that ensures fitness for the job at hand. Employees are also encouraged to take a longer-term view of their own development for the future. These efforts are further supported by an education assistance programme that is very popular among employees wishing to advance their careers.

Carl Ramlakhan began his career in Atlantic in 1997 as the Process Engineer, and became Operations Superintendent in 2001 and Plant Manager thereafter. He has risen through the ranks and is currently responsible for over 100 persons in the Process and Production Unit. He has demonstrated his leadership by bringing an openness in his approach to the work, an approach which his staff has come to appreciate. Operators feel assured that they can go into his office and freely express concerns as he is a good sounding-board for employees.

Eric Alleyne started off in 1998 as a Senior Operator, became a Shift Engineer and is now Shift Superintendent. He is responsible for the production aspect of the business and some 30 Shift Technicians. Eric’s sound technical knowledge and interpersonal skills are greatly appreciated by the people around him, who consistently demonstrate their willingness to support him. Eric’s skills with people position him to lead and mobilise his team. The achievements of Eric’s Operations team have been publicly recognised in the company and considered a model for other teams.

Wayne David joined Atlantic in 1998 in the position of Senior Technician. Within 6 months he moved into the role of Electrical & Installation Supervisor, after which he became the E&I Superintendent. In this position he was responsible for electronic and engineering maintenance of the facility and had about 30 employees on his team. In 2004 Wayne was promoted to the position of Maintenance Manager, where he is now responsible for 83 Atlantic employees and about 100 contractor employees. Wayne also participated on the 99+2 Team as part of the Major Equipment Availability (MAE) Team. He has the responsibility of providing resources to drive the long-term service agreement for the Company’s major equipment—the gas turbines.

David Mitchell also joined Atlantic in 1998 in the position of a Senior Technician in the Operations/Production Unit. He eventually moved into the Assistant Shift Superintendent position in 2001 and a year later to the post of Shift Superintendent. David is well known throughout the Company for his participation on the 99+2 Programme Team as Programme Team Leader.

Moonilal Lalchan joined Atlantic in 1996 as its first Financial Controller. In this position he successfully managed the financial and procurement systems. Driven by a commitment to see Atlantic become an “employer of choice”, he participated in a team effort to promote the adoption of a range of employee benefits which were eventually implemented. From this base, Atlantic today is highly competitive. He would later be asked to play a lead role in a larger company effort to bring about greater efficiency and reliability in its operations.
In recognition of his contributions, and as his potential and ambitions were recognised, he moved into a development position as Support Services Manager. Within two years Moonilal would become the first Trinidad & Tobago national to become VP Finance and Administration. In his current position he has the responsibility for the finance, treasury, risk and administration functions.

While most of Moonilal’s training at Atlantic came from on-the-job application of knowledge, the more formal technical training came from opportunities provided by the company such as the Advanced Management Programme at Harvard University, School of Business. Through the Atlantic Education Assistance Programme he also completed the 2-year long-distance Executive MBA Programme at Auburn University, Alabama.

Moonilal continues to make great input in influencing the Company’s decision-making process so that the Company’s business/CSR efforts remain aligned to business expansion, commercial growth, employee performance and development. He believes that a company can do a better job of responding to the needs of its home community - as expressed by the community - and not just act on what the company believes is best.

Further, he supports his Company’s commitment to building good government and business partner relationships and transparency in its undertakings. He is proud of the fact that the Company’s efforts in this regard have been recognised by bodies such as the Government’s Central Statistical Office (CSO), the Central Bank and the Ministry of Energy, for good compliance and co-operation.

What is 99+2?

This is a strategic internal initiative undertaken by Atlantic to improve its processes and optimise the performance of all aspects of the business. 99+2 represents, at one level, the drive towards 99% plant reliability and a 2% annual growth through innovation. The strategy promotes growth by maximising the use of existing equipment/resources through greater operation/work efficiency.

The wider objective of the 99+2 Strategy is about achieving world-class reliability and production growth through innovation. Atlantic has recognised that delivering this strategy depends on leadership and has trained over 130 managers and supervisors in basic leadership skills and followed this up by individual coaching. The 99+2 delivery has been guided by a VP-level Steering Committee, 5 full-time team leaders, and 5 full-time internal consultants. This multi-skilled cross-functional team has been pulled together to maximise knowledge-transfer and sustainability. The first areas of focus of 99+2 in 2004 have been:

- Reliability—to maximise plant equipment
- Process Optimisation
- Major Equipment Availability
- Interface Management
- Performance Processes
3.4 What Employees Say -  
About Training & Development Opportunities

- At Atlantic employees can get ahead with the right attitude to work and get the job done. In this regard, Atlantic is for people who are innovative, want to work hard and have the drive to excel.
- The Education Assistance and Training programmes are excellent ways in which the Company assists people to take responsibility for their own advancement. According to Wayne David, “If I had not utilised the education/training programme perhaps I may not have had access to the professional growth and employment opportunities I have had so far.”
- Once the individual is prepared to do the job, all companies should allow growth and mobility. Atlantic is very good at recognising potential and allowing people space to grow.
- If an employee has a desire to move into another area outside his main job the company tends to be very supportive. For example, one employee in Operations was able to move into Information Technology, and another from Maintenance was able to move into Operations.
- The various Project Team opportunities give employees the experience to look at the organisation from a holistic perspective thereby being able to better align career interest with that of the business—“Atlantic good at that.”

About Atlantic’s Programmes

Employees have expressed their satisfaction with the company’s programmes:

- The Employee Benefits Programme—which provides among others, health care, housing and transportation allowances to all employees.
- Support to the community in partnership with employees to distribute food hampers in the home community.
- A programme to build good neighbour relationships with the community by opening its doors to the people of Point Fortin so that they can visit the plant and get information on the company, its HSSE policies, and on LNG in general.
- School-based programmes—such as Point Fortin’s Finest, the Gift of Sight, courses for Point Fortin residents, and other education, health and recreational initiatives in the area are viewed as working well.
- The Apprenticeship Programme, employees claim, has been excellent! This programme has been running for 3 years and is the direct responsibility of the Maintenance Department. They especially appreciate that it links the company’s CSR efforts back to the business as human resources can come directly from the community. They believe that this programme should be extended to reach greater numbers.
- The Operator Trainee Programme also gets a thumbs up. The Operations Department has recently embarked on a 1-year programme in which 33 individuals with entry-level requirements and some level of experience can acquire further experience through on-site training. Affiliation with Atlantic makes participants more attractive to employers. Three participants have already had job offers from other companies. Atlantic does not always benefit but ultimately the programme is good for the community.
- An extension of programmes offered through the local branch of the NESC to benefit youths in the home community is working well.

3.5 Winning Employee Commitment

In response to the Company’s commitment to its people, the employees demonstrate their appreciation through such indicators as:

- Low employee turnover generally.
- High levels of employee interest in and motivation around getting involved in business development/solutions projects.
- High employee volunteerism for the Company’s philanthropic efforts such as the Point Fortin Food Hamper Distribution project; financial support to the United Way Trinidad and Tobago efforts to assist the socially/economically disadvantaged. The employees’ support of the United Way began in 2004, the launch year of UWTT. Over 75% of employees participated in the pledge drive, and approximately 2/3rd of all the employees followed through with monthly financial contributions as part of the Company’s employee match giving programme.
- Growing interest in and willingness to change behaviours by acquiring HSSE training and the undertaking of development opportunities in order to support the Company’s HSSE performance.

While the above may be seen as key indicators of employee satisfaction, feedback from focus group meetings with employees suggests that while employees claim a high degree of satisfaction with the Company’s performance they feel that the Company can do even better. For example, evidence suggests in 2004, a higher than average turnover in some areas, e.g., among plant operators.
3.6 Challenges For Management

Areas employees identified as in need of further management attention include:
• Compensation parity internally and externally
• Greater transparency in hiring and promotion practices
• Fairness in distribution of work and in remuneration of individuals doing the same job in consistency with management’s expectations,
• Greater attention to employee issues
• More opportunities for staff at all levels to participate in special projects (such as 99+2) and not just the same “high performers” from among the management grouping. “If low level staff do not get an opportunity to participate then how can they make a difference?”

Other areas where the employees feel the Company could pay some attention to its broader CSR commitments include:
• Improving the community’s amenities to facilitate both employees and the wider community. For example, Point Fortin should be considered a remote location since there are limited social facilities such as good schools where the children of Atlantic’s employees can acquire appropriate early developmental skills.
• Remuneration which recognises the challenges posed by deplorable road conditions which make the commute very strenuous.
• More aggressive steps to deliver on corporate initiatives to avoid the appearance of reneging on its promises to the community. For example, employees feel Atlantic needs to deliver on the pool, the new beach facility and other projects it has promised the community.
• More than any other project, the employees feel that the Guapo Beach Facility Project should be pursued aggressively and there needs to be better communication on this project so everyone in Atlantic and the wider Point Fortin community can have the same information on progress in this area—this is critical to Atlantic’s reputation in the community.

3.7 Atlantic’s Response

Atlantic’s President and its HR Manager have highlighted some of the systems and procedures that will be put in place in 2005 to support employee commitments as well as overall business development. (See Looking Ahead Page 47)

• Develop and expand the employee pool from the surrounding community and national community to meet Company, as well as, national needs
• Strengthen the employee retention rates
• Reassess the appraisal and compensation process to increase “fit for purpose” employee performance.
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4.1 Environment

ISO 14001 is a voluntary international standard set by the worldwide International Organisation for Standardisation. It specifies the requirements for the development and maintenance of Environmental Management Systems to enable an organisation to develop the necessary policies and objectives, with regard to local legislation, required to effectively manage all potential significant environmental impacts. These impacts include those over which the organisation has control and over which it can be expected to have influence.

Through Atlantic’s commitment to environmental conservation and the ISO 14001 requirements and assurance processes, the Company has ensured compliance with the 41 applicable environmental laws and has implemented systems to identify and interpret proposed new legal requirements under environmental and other legislation as they relate to Atlantic’s obligations. In its commitment to comply with international environmental standards and mitigate against negative local environmental impacts, an environmental management system was developed and implemented for the Train 1 operating plant using the requirements of ISO 14001. The system was audited for certification in December 2001 and Atlantic has since participated in five surveillance audits and continued to maintain ISO 14001 certification. In 2004, Atlantic set its sights on expanding the scope of the Environmental Management System to include Trains 2 and 3 and proceeded to implement systems according to the requirements of ISO 14001. In December 2004, Atlantic was audited for re-certification of Train 1 together with certification for Trains 2 and 3. It was successful in both.

A further benefit of the implementation of the ISO 14001 standard is that it has allowed Atlantic to measure environmental efforts against internationally accepted criteria while enhancing the organisation’s ability to attain and measure continual improvement in environmental performance at the local level.

4.0 Environment, Health, Safety and Security Performance

Due to the commissioning of Train 3 and a greater facility throughput than projected at the start of the year when targets were established, the CO₂ target was exceeded by approximately 4% since CO₂ emissions are calculated per unit of LNG produced.

In light of this, projects aimed at carbon dioxide reduction for 2005 include:

i) Upgrade of Boil Off Gas
ii) Removal of Inlet Strainers to Boil Off Gas machines
iii) Re-rating of existing Boil Off Gas compressors
iv) Installations of turbo expanders

At Atlantic, solid waste is classified into three main streams: Domestic Waste, Hazardous Process Waste and Non-Hazardous Process Waste.

The selection of disposal methods is based on the characteristics of the waste, physical and chemical properties, the likelihood to cause adverse environmental effects and available recycling or disposal optional.

All waste is disposed of through the use of recognised waste disposal companies.
Due to the nature of its operations, Atlantic’s primary environmental objectives have always been structured around carbon dioxide emissions, discharges to water and solid waste management. However, objectives surrounding faecal and TPH discharges to water consistently surpassed requirements as a result of integrated controls within the system. These objectives were, therefore, reviewed in June 2004 and more emphasis placed on the reduction of both carbon dioxide emissions and solid waste volumes. In order to achieve continual improvement, these have become the primary areas of consideration within the business improvement process, and the Company’s environmental programmes. At the time of design, Atlantic maximised the use of available technology to ensure that the quality of effluent met and in most cases exceeded regulatory requirements. This included the use of low NOX emission burners and state-of-the-art control mechanisms. Further improvement initiatives included the installation of additional vapour recovery systems and more frequent sampling and analysis of effluent streams.

These programmes represent the plans to achieve specific environmental targets in each area and are monitored and tracked continuously. It should be noted that the environmental targets established include the entire operating facility inclusive of Trains 1, 2 and 3.

To ensure that the environmental management system is effective in meeting its specified goals, and that it performs in accordance with relevant regulations and standards, periodic comprehensive internal audits are conducted in addition to external certification audits. These internal audits not only identify non-conformances but also provide opportunities for employee development.

4.2 Health

Atlantic recognises that employees’ health is paramount and to this end, has implemented a number of occupational health programmes including detailed pre-employment medical testing; audio-metric and pulmonary lung function testing, a blood-borne pathogen awareness programmes and vaccination programmes. Random drug testing is also conducted for all personnel to ensure that the workplace is kept free of the effects of substance abuse.

Audio-metric testing is an evaluation of an employee’s ability to hear. It is required by the OSHA Occupational Noise Exposure Standard and is conducted for all Atlantic employees who have the potential of being exposed to high levels of noise within the operating facility.

The safe use of respiratory protective equipment is dependent on an employee’s ability to cope with physiological stresses ranging from very mild restrictions of breathing to burdens of great weight and effort that may be placed on them by the use of these devices. Pulmonary Lung Function Testing is a simple diagnostic tool that can determine the condition of a person’s lungs and is used at Atlantic specifically to determine employee’s ability to wear respiratory protective equipment safely.

These occupational health programmes are supplemented by a number of wellness initiatives, which include bi-monthly lectures on health-related topics, medical screening, and counseling. Fully equipped wellness centres have also been constructed at Point Fortin and Port of Spain and are accessible to all employees and their guests.

Fig 3 Measuring Total Petroleum Hydrocarbons (TPH)

For 2004, the target for reduction in the generation of solid waste including both domestic and non-hazardous process waste destined for landfill was also greatly exceeded.

The further development of the Waste Management System allowed for greater waste segregation and exploration of options for reduction, reuse and recycling of various streams generated.
Health-related topics are chosen for the preparation of information packets for employees. Atlantic believes that raising employees’ awareness allows for more informed decisions on lifestyle choices, a factor that contributes to overall health. Sessions focus on lifestyle diseases such as high blood pressure, diabetes, heart disease, sexually transmitted diseases and cancer.

Employee participation in 2004 was 80%.

4.3 Safety

In the area of Safety Management, Atlantic is committed to promoting an accident free workplace and has adopted a zero tolerance policy for incidents and accidents. In most cases, incidents and accidents are the result of unsafe conditions, unsafe behaviours or a combination of both. In this regard, Atlantic’s safety management systems are focused on proactive accident prevention and include a Process Safety Management System as well as a behaviour-based safety programme.

The framework for Atlantic’s process safety management system is the OSHA 1910.19 standard. The system is supported by continuous employee development and on-going access to safety training.

This system includes the requirements for Process Safety Information, Process Hazard Analyses, Operating Procedures, Operator Training and Certification, Mechanical Integrity, Permit Requirements, Contractor Management, Management of Change, Emergency Preparedness and Response, Incident Investigation and Analysis, Pre-Startup Safety Reviews and Auditing.

Atlantic’s behaviour-based safety programme is focused on peer-to-peer observation and feedback. The programme is structured around leadership commitment and employee participation. In 2002, 4741 observations were made and recorded. In 2003 this moved to 7195, and in 2004 these numbered 9494. Information on “at risk behaviours” acquired through this process is trended and provides valuable information for team safety discussions and safety interventions. Team leaders have been trained in Advanced Safety Auditing and use this tool during safety tours within the work environment as a means of demonstrating leadership and commitment, coaching, shaping and encouraging positive behaviours. Participation in these programmes is linked to the employee’s personal performance contract.

For two consecutive years, 2001 and 2002, Atlantic received the Benchmark Award for Safety and Working Conditions. The award is made by Quality Consultants Ltd. which conducts annually the comprehensive Employee Discharges to water from the operating facility are monitored on a weekly basis against the local regulatory requirements.

Special attention is focused on Total Petroleum Hydrocarbon (TPH) and Faecal Coliform levels in the final effluent discharged from the facility.

Due to process improvements in both the CPI Separator and the Sanitary Sewage Unit, these targets were not only met but were in fact greatly surpassed.

Fig 4  Faecal Coliform Reduction

| Faecal Coliform in waste water - January to December 2004 |
|-----------------|-----------------|-----------------|-----------------|
| Date            | Actual          | Target          |
|                 | Faecal Coliform | Faecal Coliform |
|                 | Concentration   | Concentration   |
|                  | (Linear)        | (Linear)        |
| Jan 04          | 100             | 150             |
| Feb 04          | 150             | 200             |
| Mar 04          | 200             | 250             |
| Apr 04          | 250             | 300             |
| May 04          | 300             | 350             |
| Jun 04          | 350             | 400             |
| Jul 04          | 400             | 450             |
| Aug 04          | 450             | 500             |
| Sep 04          | 500             | 550             |
| Oct 04          | 550             | 600             |
| Nov 04          | 600             | 650             |
| Dec 04          | 650             | 700             |
| Jan 05          | 700             | 750             |
| Feb 05          | 750             | 800             |
| Mar 05          | 800             | 850             |
| Apr 05          | 850             | 900             |
| May 05          | 900             | 950             |
| Jun 05          | 950             | 1000            |
| Jul 05          | 1000            | 1050            |
| Aug 05          | 1050            | 1100            |
| Sep 05          | 1100            | 1150            |
| Oct 05          | 1150            | 1200            |
| Nov 05          | 1200            | 1250            |
| Dec 05          | 1250            | 1300            |
| Jan 06          | 1300            | 1350            |
| Feb 06          | 1350            | 1400            |
| Mar 06          | 1400            | 1450            |
| Apr 06          | 1450            | 1500            |
| May 06          | 1500            | 1550            |
| Jun 06          | 1550            | 1600            |
| Jul 06          | 1600            | 1650            |
| Aug 06          | 1650            | 1700            |
| Sep 06          | 1700            | 1750            |
| Oct 06          | 1750            | 1800            |
| Nov 06          | 1800            | 1850            |
| Dec 06          | 1850            | 1900            |
Benchmark Survey (EBS). The survey requires employees to rate their companies in the 11 categories presented for review. Atlantic employees rated their company highest of all participating companies in the areas of safety and working conditions.

In 2003 a Joint Contractor HSSE Committee was formed in an effort to communicate the organisation’s expectations to all contractors as well as bring them up to date with new and existing HSSE changes within the organisation.

This forum was also used to get feedback from the contractors regarding HSSE issues that affect them while executing work on site.

Coming out of this, in 2004, we were able to set up an external HSSE Audit Scheme, which is now part of our Contractor Management System. To date we have been able to audit a number of our contractors and provide feedback to them so that they can achieve continuous improvement in HSSE Performance. This is an ongoing process.

**4.4 Performance Management**

In 2004 Atlantic implemented a comprehensive HSE Performance Management Software Application with action-tracking capabilities. Among its features are the ability to track actions, assign actions to employees, record sub-tasks performed during execution of main task by the employee, track closure of actions and associate a series of actions.

The system allows all employees to enter safety observation reports via their PC. These reports are subject to supervisory review, following which the appropriate action is determined and responsibilities assigned and tracked to completion, with automatic notification from the system to ensure that target completion dates are met.

Through this process Atlantic will be able to effectively analyse all “at risk behaviours” identified through the Behaviour-Based Safety Programme and implement required corrective action. Employees are given timely feedback on completion of their recommended actions. This allows them to recognise the value of their contribution towards the safety management system, and in doing so, enable a culture shift from safety policing to one of coaching, shaping and encouraging positive behaviors. Commencing September 2004, a total of 854 observations were entered online comprising of 237 Advanced Safety Audits and 617 Behavioural-Based Observations.

The system allows detailed analysis of all HSE Data, and this is utilised to drive performance in all areas of HSE as part of Atlantic’s committed to continuous improvement in HSE performance.

**Reward System**

Atlantic believes that the Company saves money when there are no accidents. As a result, we pass these “savings” on to all persons who work with us. Contractor employees working on both the construction site and operating plants benefit from a monthly bonus payment for each month in which the safety targets are achieved. Atlantic employees also benefit from an Annual bonus payment based on overall company performance. Safety contributes 20% to the overall payment. Contractors and employees are also rewarded for reporting potentially hazardous conditions and for making suggestions to improve safety awareness and performance.

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**Fig 5** Lost Time Incidents

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<th>LTA Incident Rate</th>
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<tr>
<td>1999</td>
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<td>0.3</td>
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**Fig 6** Record of Incidents

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<th>OSHA Recordable Incident Rate</th>
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<tr>
<td>1999</td>
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To ensure its commitment is backed by the best resources available, Atlantic has proven its ability to leverage the innovative HSSE tools and systems applications to continuously enhance its HSSE performance. Further, the Company has demonstrated commitment to HSSE performance which can only be delivered through the development of its people.

Atlantic has therefore embarked on a cross-training exercise so that more employees can assume responsibility for the traditionally compartmentalised areas of environment, health, safety and security. By providing employees with cross-skills it is expected that they will gain greater understanding in all HSSE areas outside their specific job function. As a result, employees will be better positioned to pursue their careers while also being better equipped to support the demanding requirements of the Company’s HSSE functions. Commitment to HSSE performance and employee development will be further discussed in the following review of the various HSSE practices at Atlantic.

"While Atlantic can boast of its excellent safety record, it’s not our record of 15 million man-hours without a lost time incident that gets us excited. What gets us excited is the work that goes into training our people, preventing risky behaviours and ultimately how that leads to preventing injuries. We like the fact that people go home with all their limbs! Atlantic takes this view so seriously that we even hold our contractors to this same high level of HSSE standards.”
(Manager, HSSE)
4.6 Governance

Responsibilities for the Health, Safety, Security and Environment (HSSE) functions at Atlantic are undertaken by two departments: HSE and Marine and Security.

In the 2004 corporate structure, the HSE Manager reports directly to the President. Given the uniqueness of the Company’s port facility, the Marine and Security functions report to the Vice President of Operations. Ultimately, the President is responsible for all HSSE issues at Atlantic.

HSSE functions are directly supported by all line managers who are given resources and support to ensure that HSSE is delivered throughout the organisation in a manner consistent with international best practices. Further, all employees are trained and guided to play their part in supporting HSSE at work and in their personal lives.

In an effort to ensure the utmost employee readiness and support of the Company’s HSSE commitments, the company commenced a cross-training initiative in the areas of:
- Policy and Regulatory Framework
- Impact Safety
- Golden Rules of Safety
- Industrial Hygiene
- Electrical Safety
- ISO 14001
- Security Management
- Personal Protective Equipment
- Walking and Working Surfaces
- Fire Protection and Means of Egress
- Hazard Communication

Now that the staff has acquired most of the HSSE readiness and compliance training which has given them the basic understanding of how to spot, track and take necessary follow-up action on HSSE issues, the Company is ready to move to the next level. The following case study provides a descriptive overview and looks into the benefits of the newly-adopted Enterprise Wide HSSE Performance Management System. This innovative software application system has many of the Atlantic employees excited about the next steps in their HSSE commitment. Once rolled out within the Company, this new application system will allow employees to play an even greater role in tracking, responding to and reporting HSSE situations so that immediate corrective action can be taken and shared throughout the Company.

4.7 Introducing Impact Safety Performance Management

Despite efforts made in training employees on HSSE practices and some strides made in behavioural changes around HSSE, many challenges still remain. Some of these challenges exist when the necessary supportive tools are not in place to facilitate ease of employee follow-through to take corrective action should an HSSE issue occur. Some of the challenges worth mentioning include:

- Ability to efficiently track corrective actions to completion, whether they originate from:
  - audits
  - inspections
  - behavioural safety observations
  - internal non-conformance reporting
  - Group/department meetings
- Reliability of the manual effort involved in tracking whether these actions have been issued and completed.
- Effective monitoring and analysis of the effects of safety policies, including the effectiveness of corrective actions in reducing unwanted types of incidents or observed behaviours.

The Impact Safety Performance Management System will provide the following benefits:

- A single integrated system to:
  - enter and track incidents
  - enter and track prevention programmes
  - enter and track root causes and action items
  - manage accountability
- Improved performance reporting with a flexible reporting tool that will:
  - allow user to analyse performance metrics
  - list Incidents and Incident details
  - create visual/graphic output
  - generate reports as needed or scheduled
- Utilisation of one database to support all data regardless of geographical lines
Value-Added include:
• The analytical capabilities of the automated HSSE system will allow HSSE staff to monitor and identify safety deficiencies quickly and regularly. It will then allow monitoring of the effectiveness of corrective actions taken to improve these deficiencies.
• Administrative overhead involved in collecting and tracking of data collected from the field will be reduced significantly, allowing efforts to be focused on improvement and correction of any safety deficiencies identified.
• The automated action tracking system can be used to track actions for non-safety related meetings, assessments, etc. This will allow employees to improve ability to follow-up and complete important actions arising from any source.
• The System will provide a central repository for storing safety data which can be analysed by an enterprise level business intelligence tool. This will allow for wide publishing of reports and KPIs across the organisation and will fit in with the Company’s Business Intelligence plans.

Safety Smart Library For Networks — A Supportive Safety Tool

In September 2004, Safety Smart, an exciting new interactive Online Safety Resource Library was installed on the Company’s Intranet in the HSSE Corner. In many regards, this resource can be considered a "one stop shop" for safety presentation material including 635 safety talks, 1110 articles, 98 PowerPoint presentations and audio files related to 28 categories of safety information.

Safety Smart provides credible content with strong visual images in an interactive format. It is also customisable, allowing the inclusion of specific Atlantic Policies and Procedures. This Online resource will provide 24 hour access to safety presentation material for Atlantic’s Point Fortin, Port of Spain and Houston sites giving personnel the flexibility to choose from a wide variety of topics as and when required.
4.8 Security

Atlantic LNG Company of Trinidad and Tobago has implemented all international security standards to ensure that its shipping facility at Point Fortin will continue to meet all requirements for the compulsory International Ship and Port Facility Security (ISPS) Certification, which came into effect in 2004.

Atlantic LNG successfully completed a Security Assessment and updated its Security Plan, both of which were approved by the Trinidad and Tobago Coast Guard, the Designated Authority appointed by the Government of Trinidad and Tobago.

The (ISPS) Code was introduced after the September 11, 2001 terrorist attacks in the United States and is part of the International Convention for the Safety of Life at Sea. The ISPS Code was adopted in December 2002 and became mandatory on July 1, 2004. The Code was derived from an international marine convention initiated by the International Maritime Organisation (IMO), which requires that all port facilities that handle vessels trading over 500 gross tons internationally comply with this code. As an international convention, the ISPS is ratified by heads of states, in this instance, the Government of the Republic of Trinidad and Tobago (GORTT). To ensure guidelines and standards of procedure are adhered to, the GORTT appointed a Designated Authority (DA) to oversee these requirements at all ports, including Atlantic and other shipping agencies.

4.9 The ISPS Process

To gain approval of the DA, Atlantic developed a Security Plan, which also entailed the training and development of Atlantic staff and contractors to ensure that operating procedures were in line with the ISPS Code. While this assignment was executed in a short space of time, it offered a lot of valuable learning for on-going security operations. Additionally, the exercise laid the foundation for continuous learning on security issues and the required change in behaviour to support these new measures.

Security as well as HSE is critical to the core business of Atlantic LNG and is evident from the fact that the ISPS process is supported by various departments throughout Atlantic, including Maintenance, Engineering Services, IT and Finance and Administration. This multi-task/multi-disciplinary team works well together to bring about the highest standards of security to protect both employees and the plant facility. It also ensures that Atlantic does its part to support the GORTT in its national and international commitment to safeguard a national port against natural or man-made disasters.

Atlantic’s Marine and Security Department team liaises with the Trinidad and Tobago Marine Coast Guard during and after ISPS certification. Additional day-to-day security is provided by contractor services and most of the security personnel are from Atlantic’s home community of Point Fortin. This contractor team is coordinated by Atlantic. GORTT has further demonstrated its partnership commitment to the ISPS security measures by appointment of a Cabinet Committee called the Maritime Safety and Security Advisory Committee (MASSAC), responsible for ensuring that security plans are developed and approved not only for all ports but also for customs, immigration, police and fire services organisations.

Atlantic’s Marine and Security Department continues to ensure that plans are properly implemented, reviewed and updated to ensure that security issues are well addressed. Through the Coast Guard and the DA, Atlantic is provided continuous support in carrying out audits through which the Port Facility Security Inspector (PFSI) ensures that ports and port facilities are in compliance with international security standards. The PFSI also assists the plant/facilities to update and review its security plan, including the conduct of drills.
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5.1 Stakeholder Relationship

As Trinidad and Tobago moves to develop its oil and gas industry, challenges arise for the development of relationships that could result in mutual benefits to the investors and the communities that host these industries. Whilst at the level of government and investor successful business terms may be negotiated, at the level of investor and community the process of creating mutual benefits must be carefully worked out over time. As a result of the sensitive nature of these business arrangements, these stakeholder relationships are usually negotiated based on individual experiences, expectations, values and needs.

Atlantic’s first priority as a corporate citizen conscious of its social responsibility is to earn and maintain a positive reputation in Atlantic’s home community and in the wider national community. Atlantic’s plan for this is based on seeking first to understand the value the Company provides to its various stakeholders through the conduct of its business.

To better understand Atlantic’s contributions to the communities where it operates and to gain greater appreciation of the community’s views of Atlantic we commissioned the support of Market Facts & Opinions (MFO) to undertake specific research at the national and community levels to determine among other things:

• Whether community based programmes sponsored by Atlantic had a positive impact on the lives of residents of Point Fortin
• The perceived economic benefits of Atlantic’s presence
• The core concerns of the Point Fortin community
• The perception of Atlantic’s environmental management
• The activities/programmes that the community feels are needed to bring about improvement

5.2 What Our Stakeholders Say

Overall, the Survey concede good recognition of Atlantic as a corporate citizen contributing positively to the national economy. Within the wider Point Fortin community, traditional operators are better perceived and Atlantic rates lowest with the fence-line residents affected by construction and plant related activities.

Programmes of corporate support that are nationally focused are seen as having insufficient impact on the special needs of the community of Point Fortin. They see companies such as Atlantic as playing a pivotal role in employment creation and to a lesser degree, in the development of programmes for youth.

Respondents felt that energy companies on the whole were not forthright with information regarding environmental and health issues and request greater transparency.

Findings of the 2004 MFO Report
• Atlantic enjoys high and positive recognition in both the national and local community as a contributor to the national economy
• Community based programmes sponsored by Atlantic appear to be noticed but residents believe that more focus could be placed on enhancements to infrastructure, job creation and apprenticeship programmes
• Point Fortin residents have a number of concerns about Atlantic’s environmental stewardship. These complaints stem largely from dust, noises and vibrations arising from construction activity and coastline changes partially linked to the creation of marine facilities. The light created by flaring and the smoke associated with maintenance activity have been a main cause of discomfort for those living closest to the plant. The question of the safety of families living in close proximity to an industrial plant has also arisen.
• Atlantic is seen as a major player in terms of hiring opportunities (economic benefit) for Point Fortin residents
• Communication channels relating to sponsor ships, other opportunities and environmental impact need to be enhanced

Some recommendations offered by MFO following this survey are:
• Atlantic should seek greater connection with the community through community based organizations
• Identify and address concerns about Atlantic’s environmental performance
• Explore the use of alternative communication channels to respond to questions, with special regard to all literacy levels, about operations and environment impact
• Solicit feedback from the community publicly and incorporate into plans
• Institute formative and evaluative research methods to document the impact of community based programmes and make strategy modifications as needed

Commentary on Atlantic’s performance has also come from residents and others via the media:

‘Point Fortin people… must demand that their critical issues be given the priority they deserve, including: the relocation, compensation and medical care for all affected residents, emergency response and evacuation response procedures for the entire Point Fortin community, proper monitoring and air quality testing, a general hospital

5.0 Social Performance

Atlantic’s goal is economic, social and environmental development that satisfies the present without compromising the ability of future generations to meet their own needs.
with a much needed burns unit, the complete restoration of the beaches and coastline; a stadium with ultra modern sporting, and recreational facilities, a highway to Point Fortin, the upgrade and paving of all the Field Roads, a Technical Institute with the capacity for over 2,500 students and an agro and fish processing plant.”

Newsday May 2003 - Letter to the Editor

(Atlantic must) "..explain clearly what benefits are accruing to Trinidad and Tobago from its natural gas resources and how citizens can become involved in managing their patrimony….. Agreements must not only ensure maximum economic returns for T&T but also provide value added elements”

Guardian Editorial June 2003

5.3 Atlantic’s Response

Atlantic has embarked on a programme – The Point Fortin Plan – which specifically addresses the needs of the community for improvements to its infrastructure, educational opportunities and financial support for the development of sustainable business enterprises.

THE POINT FORTIN PLAN

- Supporting the development of community infrastructure, education, and promoting the development of sustainable business in the Point Fortin community

Plan Item: Beach Facility

Atlantic LNG Company of T&T, along with its partners, bpTT and BG T&T and the National Gas Company (NGC), are engaged in developing, on behalf of the Borough of Point Fortin, a Beach Facility in Point Fortin at Guapo Beach. The area has long been regarded as one of the more beautiful beachfront locations in the community. The construction of the facility will be funded and managed by Atlantic. When the facility is completed it will be owned, managed and maintained by the Point Fortin Borough Corporation.

A series of public consultations have informed the scope for the design of the facility which will include a main building housing a restaurant, bar, dining/meeting areas, an area for outdoor concerts, a children’s play park, food concession kiosks, a picnic area for families and jogging tracks for the fitness folk. Accommodation for security personnel, a first-aid centre and lifeguard services are envisaged.

Plan Item: Support for Re-building of Hospital

In 2004 Atlantic began discussions with the Ministry of Health aimed at formulating its support for the rebuilding of the community’s area hospital. Atlantic is committed to this plan to enhance the delivery of health services to the community.

Plan Item – Expansion of NESC Point Fortin

Atlantic is the major founding contributor to the National Energy Skills Centre (NESC), a branch of which is located in Point Fortin. Under the Point Fortin Plan, Atlantic is collaborating with others to expand the range of educational opportunities available at the Point Fortin Centre.

Since 1998, the Point Fortin Centre has been providing young people in the area with skills in welding, fabrication, electrical, instrumentation and building construction technology. Many have gone on to work at Atlantic’s construction site or at other energy or heavy industry companies. According to Centre Coordinator Gene Lewis, “The majority of youths who pass through these doors are employable when they leave.”

In addition to the regular offerings of the Point Fortin Centre, Atlantic annually collaborates with the NESC and community leaders to design and mount programmes geared to enhancing the skills of young persons so as to create self-employment and improve employability. These programmes are sponsored by Atlantic and participants come from the communities that surround the plant. The full cost of the programme is met by Atlantic as a service to the community and courses comprise classroom and practical sessions over a seven-week period.

In 2004 programmes were conducted in Tile Laying, Domestic and Industrial Electrical Application and Gypsum Installation.

Plan Item - Business Development Fund

In 2004 Atlantic began a series of public consultations to engage the community in planning for the establishment of a business development fund to support Point Fortin businesses. The Company proposes to set up a substantial and self-sustaining fund to be accessed by entrepreneurs from the community and operating within the community. The fund proposes to provide loans for the start up and expansion of businesses.

An Advisory Committee made up of business and social leaders has been meeting to examine available options with a view to arriving at the design of a model that fits the needs of the community. Atlantic’s Chairman and its Manager of Government and Public Affairs both play a key role in liaising with the community to set up the fund which will be operational in 2005.
The Atlantic Point Fortin Apprenticeship Programme is part of Atlantic’s ongoing commitment to develop the skills of the young people of Point Fortin. The first group graduated in June 2004. This programme aims to attract school-leavers in Point Fortin and environs in the 18-22-age group.

The apprenticeship programme commenced in 2001 at the Company’s Point Fortin facility with an initial enrolment of 6 students. The programme is a rolling one which lasts 3 years and combines technical education with on-the-job training. During the 3-year period, specialist technicians in Electrical and Instrumentation, Mechanical, and Process disciplines provide mentorship to the participants. The apprentices also attend an institute to acquire technical education.

Upon successful completion of the programme, candidates may be employed by Atlantic, should there be vacancies at the time. 10 apprentices have so far become employees of Atlantic.
5.4 Other Community Support

While the Point Fortin Plan addresses the larger elements of corporate involvement, the Company operates a more ‘grassroots’ programme and greater detail is provided in 5.7.

- Partnership with and grants to organisations whose purpose is to strengthen the community.
- Support for the development of infrastructure that enhances the assets of the community.
- Contributions to young persons to enhance their all-round development through education and skills building, scholarships and sponsorship of sporting and cultural activities.
- Recognition of burgesses’ contribution at the national level through support for their participation in overseas events.

Children

Atlantic’s commitment to the holistic development of children is demonstrated through continuous support of career guidance workshops, motivational programmes and lectures conducted annually to improve the understanding and awareness of LNG in the community. The company gives year round support to Ferndean’s Home, the community’s only home for children to ensure that their physical and educational needs are met and that they do not miss out on the joys that are a part of childhood.

Gift of Sight

Atlantic for Children, the Atlantic LNG sponsored Fund for the benefit of Children and the Saving Sight Foundation founded by Value Optical came together to provide visual testing for all children at schools in Point Fortin during 2004. From a student population of just under 5,000, 3,894 were tested, 886 had advanced tests and finally 738 free spectacles were dispensed to those in need.

The project has been applauded by Sen. the Hon. Joan Yuille Williams, Minister of Community Development, Culture & Gender Affairs who described the programme as “a model of forward thinking corporate strategy which other companies will do well to emulate”.

Point Fortin’s Finest

Atlantic’s interest in education in its home community also impacts those entering secondary schools. Its unique programme, Point Fortin’s Finest awards grants to the top 10 students of the Point Fortin area who undertake the Secondary Education Assessment (SEA) examinations each year. 57 of the community’s top performers in the SEA have received these bursaries to date. They currently attend the top schools in the southern region and from all reports continue to do well. The grants are offered for each of their first five years of secondary school enrolment. Primary schools in the area now vie for the prestigious grants which have become another source of motivation.

In 2004 the Company moved to deepen its nurturing relationship with the community through the setting up of a 2-week motivational camp in which facilitators shared skills to cope with study, relationships and health. But it was not all work and no play: swimming lessons, field trips and a guided tour of the Atlantic plant rounded out the experience.

Library Internet Cafe

Point Fortin students and others have benefited from a new Computer and Internet Centre sponsored by Atlantic LNG and located within the Point Fortin Library. To create the centre, Atlantic, in collaboration with NALIS, refurbished a room within the library and installed 10 computers, three of which have internet access. The cost of internet access is met by Atlantic. This library also boasts of a ‘hard copy’ environment reference section created in 1999 by Atlantic to increase awareness and the level of understanding of environmental issues.

Sport

Community Swimming Pool

Point Fortin is also set to acquire its first public swimming pool facility. After a series of consultations to agree on a design of a facility to suit the needs of the community, the Borough Council gave the nod of approval to construct a Community Swimming Pool at Coronation Park, Egypt Village. In 2004 tenders were issued for construction of the facility on behalf of the Borough who will be the owners and operators. Atlantic will support the running of the facility for an initial period of 2 years.

When the 25-metre swimming pool with an adjacent wading pool for children is built, it will become only the second in the country to have a special lift to facilitate use by disabled persons. Situated in a natural hub for many schools in the community, the pool will offer water safety and swimming programmes. Many already have
hopes that swimming competitions will soon join the line up of sports options available in this sporting community.

Although the Company’s main focus has been on children and education, Atlantic has also given support to sport in response to the community’s expressed desire to recapture its dominance in football and nurture the national footballers of the future. Between 1999 and 2001, the Company initiated programmes facilitated by the Ministry of Sport which trained 25 new coaches who then taught football basic at all 11 primary schools in the community. Atlantic is a proud sponsor of the Primary Schools Zonal Games, the Point Fortin Games, and the Civic Centre Under 17 Team which since 1998 has been coached by Atlantic’s staff.

Culture
While sport is high on the agenda for Point Fortin, it is the community’s Borough Anniversary Celebration that attracts national attention annually. Since Atlantic’s sod turning in 1996, the Company has supported the celebrations through the steelband competitions, health fair, sporting events and the participation of students in writing competitions that focus young minds on the uniqueness of the community, its history and the contributions of its leaders.

The Company has been a sponsor (2001 – 2002) of the community’s award winning choir, Jeunes Agape. In 2004, and with Atlantic’s support, the group participated in the Trinidad and Tobago Independence Anniversary celebrations hosted by the Trinidad and Tobago Embassy in Washington. Atlantic sponsors prizes in the children’s Carnival competitions held each year in Point Fortin.

Community Volunteers
To encourage community groups to articulate and solve their own problems, Atlantic has implemented a programme aimed at assisting groups to prioritise and develop projects that enhance the community. Successful groups have been awarded grants to achieve outstanding community projects such as the building of a brand new community centre at New Village where the community had been without one for 40 years. This project was done in partnership with the Main Contractor on Atlantic’s construction projects, Bechtel and the Ministry of Community Development, Culture & Gender Affairs. Volunteers have also created a new play park at Fanny Village and undertaken the pruning up of the Techier Village play park.

5.5 Community Consultation
Atlantic has recognised that continuous consultation with the community is essential to the building of effective relationships. During the period of the construction of Train 1 in 1997, the Atlantic Construction Council was created. The Council was an advisory one which met to receive information about the activities of Atlantic which could impact the community and to give counsel to Atlantic. Membership comprised the Borough Council, the Borough Corporation, the Police and Fire Services, the Labour Exchange, TTEMAS, Community NGOs, Trinmar, Atlantic LNG and Bechtel.

The commitment to ensure that consultation continues has seen this Construction Council become the Atlantic Community Council. The Council meets every 6 weeks to give valuable advice to Atlantic on such issues as the relocation of fence line residents, (a result of the creation of a buffer zone) and has provided a forum for the sharing of information beneficial to all parties.

5.6 Atlantic’s National Corporate Support Programmes - A Focus on Children and Education

ATLANTIC FOR CHILDREN
A History of Involvement
Atlantic’s support for children comes under the umbrella of “Atlantic for Children” - launched in 1997, two years before the actual commencement of operations. This is a fund which is national in focus and comprises annual projects initiated and fully sponsored by Atlantic for the benefit of children. The projects change each year in response to the many ways in which Atlantic can promote the holistic development of children nationwide and the organisations partnered have excellent track records in the management of institutions that support children.

2004 TeleHealth Link
Atlantic has partnered the University of the West Indies, Faculty of Medical Sciences which, together with the Hospital for Sick Children, University of Toronto, are establishing a TeleHealth Link. The audio-visual link facilitated will enable live consultation between doctors in Trinidad and Canada to create a patient referral service and specialised care for patients in the lower socio-economic brackets. Initially it will involve pediatric consultation and there are plans to extend to other disciplines. Atlantic has pledged support for an initial 2-year period.

The Telehealth Link will enable needy patients to access expert consultation as local health care professionals team up with Canadian specialists. The link may also facilitate the sharing of interactive teaching programmes, clinico-pathological conferences and case presentations to enhance undergraduate, postgraduate and continuing medical education. The TeleHealth Link will also promote and support collaborative research between investigators at home and abroad. (See Partnering 6.5)
CHILDLINE
2001/2002. Child Line is a free, confidential telephone counselling service for children established by The Trinidad and Tobago Coalition Against Domestic Violence (T&TCADV). Seeded with funds from Atlantic for Children, the country’s only hotline exclusively for children is manned by youthful volunteers trained to offer as far as possible, a family-based approach to solving problems. Atlantic extended financial support for an additional year to ensure that operations took a firm foothold.

Small Wonders
In 1999/2000, "Small Wonders" invited proposals from NGOs operating for the benefit of children. The project funded in full programmes designed for children 14 years and under, in the arts, environmental awareness, extra-curricular education and health. Special grants were made to support art and the education of mentally challenged children.

Flowers of the Field
In 1998, the focus shifted to children who live in institutions. Atlantic’s "Flowers of the Field" programme touched 17 institutions for children operating throughout Trinidad and Tobago. The project provided beds, wheelchairs, kitchen equipment, educational aids, building material and furniture to abandoned, physically and mentally challenged, terminally ill and orphaned children.

RIDDIT
In 1997, while the company was still in construction, Atlantic partnered with the Ministry of Health to support the immunisation against measles of all children under the age of seven, a population estimated at 120,000. RIDDIT, as this project was called, helped to immunise 114,821 children and achieved an unprecedented 97% success rate in the immunisation, assuring the country of a measles-free environment. The success of this state and private sector partnership in health has been hailed by PAHO as exemplary.

EDUCATION
- National Energy Skills Centre
- Trinidad and Tobago Institute of Technology

Skills Growth and the NESC, TTTT
The agreements with the Government of Trinidad and Tobago to establish Train 1 and the subsequent Train 2/3 expansion project entailed certain obligations to support the growth of skills among nationals for the energy and energy related industries. With seed funding of TTS82 million and annual injections of TTS2.5 million for a period of 20 years beginning in 1999, Atlantic ensures that each year the National Energy Skills Centre (NESC) and the Trinidad and Tobago Institute of Technology (TTIT) deliver on goals to increase the pool of skilled nationals. To date, more than 74,000 persons have been trained through the NESC and well over 90 % have found jobs in industry. Since its inception in 1997 as a non-profit foundation, NESC has been such a success story that its course offerings were recently expanded to include building construction technology, automotive technology and computer literacy. Initially, training was provided primarily for the construction needs of the energy sector and included welding, pipelaying/fabrication, instrument fitting and construction electrical installation.

The NESC operates six skills training centres located in Couva, Brechin Castle, Point Fortin, St. Madeleine, Tobago and Debe. Services centres have been extended to Point Fortin, Mayaro, Mt. St. Benedict and Couva. Computer training centres for use by the general public have been introduced and operate in 19 areas nation-wide.

The Trinidad and Tobago Institute of Technology (TTIT)
As Trinidad and Tobago became the hub for more and more investment in the energy sector, the demand for highly skilled technical capability grew. This need served as a catalyst for the NESC’s creation of the Trinidad and Tobago Institute of Technology (TTIT) to meet the technological manpower needs of the local industry, particularly in the energy sector at tertiary training levels.

Under the Train 2/3 expansion agreement with GORTT, Atlantic contributed TTS33 million to seed the TTIT and makes annual subventions of TTS.9 million over a 20-year period beginning in 2002. After just two years in operation, TTIT registered approx-
approximately 1,153 persons for its certificate, diploma and applied technology degree. In 2003 some 120 operators, technicians and technologists graduated. Graduates had undertaken programmes in various industrial engineering disciplines, including the Bachelor of Applied Petroleum Engineering Technology, Chemical Engineering Technology, Process operations, Mechanical Engineering Technology and Computer Technology Programme. The TTIT has the capacity to enrol 600 persons per year. In 2004 the TTIT became the base from which the University of Trinidad and Tobago was launched.

5.7 Atlantic’s Programme of Community Support

INVESTING IN OUR COMMUNITY
CHILDREN
EDUCATION
HOME COMMUNITY

Point Fortin

<table>
<thead>
<tr>
<th>Category of Support</th>
<th>Organisation &amp; Purpose *</th>
</tr>
</thead>
</table>
| Education           | SEA Awardees- Annual bursaries, 57 to date  
SEA Awardees Motivational Camp  
Borough Anniversary Committee:  
  • Children’s School Rally  
  • Schools Essay Competition  
PF Library – Internet Café & Environmental Book  
Reference Section  
NESC Point Fortin : Skills Training  
Secondary Teachers & Students Educational Site Visits |
| Institutions supporting children | Ferndean’s Home – Major home refurbishment and continuous support |
| Cultural Activities | Children’s Carnival  
Friends Creative Theatre – Theatrical Presentation  
Jeunes Agape Choir – International Presentation, Washington  
Borough Anniversary Committee – Pan on the Move |
| Community Health Services | Point Fortin Area Hospital – Incinerator  
Point Fortin Originals – Annual Health Fair  
Gift of Sight – Vision testing for 4,678 students |
| Community Organisations | Fanny Village – Play Park  
Techier Village – Play Park  
New Village – Community Centre Building  
  - Furniture for Community Centre  
Team Guapo Community Group  
Guapo Community Service Group – Christmas Cheer  
Sobo Village – Furniture for Community Centre  
PF Rotary Club: Charity Walkathon, Adult Literacy Programme  
Community Policing Unit  
St Michael Celestial Home for Aged  
PF Borough Corporation:  
  -Community Swimming Pool (To commence construction 2005)  
  -Development & Testing of Community Emergency Plan  
  Mayor’s Charity Fund |
| Sports | PF Borough Corporation – Half-marathon  
La Brea Police Youth Club – Marathon  
Point Fortin Civic Centre – PF Games  
PF Junior Secondary – Refurbishment Basketball court  
Sponsor: Primary Schools’ Zonal Sports  
Sponsor: National Primary Schools’ Cricket League  
  and all participating Point Fortin teams  
Sponsor: Cricket Improvement Camp  
Sponsor: P. Fortin Under 17 Football Team  
Residents on National Duty:  
  -Peter Springer – Participation in World Fire Games  
  -Shenelle Mohammed – Overseas Tennis Tournament, Cuba |
## National

<table>
<thead>
<tr>
<th>Category of support</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>ATLANTIC FOR CHILDREN</td>
<td>UWI Faculty of Medical Sciences – Telehealth Link Project</td>
</tr>
</tbody>
</table>
| EDUCATION | National Energy Skills Centre  
Trinidad and Tobago Institute of Technology  
The UWI Faculty of Engineering  
The UWI Endowment Fund  
Bishop Anstey High School  
Fulbright Scholarship Programme |
| CHARITABLE | The South Cancer Society  
Mt. Hope Patient’s Trust Fund  
Friends of the ASCC  
Grenada Relief Fund  
Caribbean Epidemiology Centre  
NGC Sports & Cultural Club  
Women in Action for the Needy & Destitute  
Trinidad & Tobago Association for Retarded Children  
Hispanic Women in Trinidad & Tobago  
American Women’s Club  
Friends of the Blood Bank  
The Shelter  
POS Corporation Sports & Cultural Club |
| OTHER ORGANISATIONS | South Chamber of Industry & Commerce  
Indian High Commission  
YMCA  
West Indies Players' Association  
Employers’ Consultative Association  
Embassy of the US  
Network of NGOs of Trinidad & Tobago  
Families in Action  
Petroleum Co. of Trinidad & Tobago |

* 2004 listing only. Other organisations have benefitted in previous years.

### Fig 9  Funding Support

**Funding Support - 1999 (start-up) to 2004**

<table>
<thead>
<tr>
<th>Year</th>
<th>Category of Support</th>
</tr>
</thead>
</table>
| 1999 | Education  
Children  
Pt. Férin  
Natural  
Other |
| 2000 | Education  
Children  
Pt. Férin  
Natural  
Other |
| 2001 | Education  
Children  
Pt. Férin  
Natural  
Other |
| 2002 | Education  
Children  
Pt. Férin  
Natural  
Other |
| 2003 | Education  
Children  
Pt. Férin  
Natural  
Other |
| 2004 | Education  
Children  
Pt. Férin  
Natural  
Other |

TB$ 31.5m in TT$.
5.8 Overall Community Feedback

Great

• The pleasant and professional manner in which everyone at Atlantic "from the top to the bottom" treats the community; this "makes Atlantic a pleasant company with whom to do business”
• People appreciate the fact that the Company takes its commitment to treating with public concerns very seriously and in so doing will give immediate response to issues arising
• The Company’s continuous public consultations are most welcomed and appreciated by the community as they prepare the community for jobs at the plant and elsewhere
• Apprenticeship and Trainee Operators Programmes — greatly appreciated and welcomed by the community as they give bursaries to the Borough’s top 10 in the SEA examinations is perceived as a fantastic idea especially given the 2004 element which added a youth development aspect through a vacation camp offering relevant and holistic teaching on self-esteem, time management and building healthy relationships.
• The company’s commitment to hosting and participating in community meetings is seen as a great effort.

For Improvement

• Presently, most of the 10 scholarship winners tend to come from the same schools. Given the great initial success of the Point Fortin’s Finest Programme, it is now the opinion of key community stakeholders that this programme could be extended to include the top 1 to 2 from each of the other primary schools.
• The Company’s plans to set up a business development fund for small and medium-sized enterprises should be good if it is well thought out and equitable and systems are put in place to ensure continuous progress. This initiative should help individuals as well as groups of people who want to work together especially on downstream services.
• More needs to be done to address literacy issues in the community. The Council suggests that the Company could include an alternative to public adult literacy classes, especially since the young men are allowing their egos to get in the way of acquiring basic literacy skills.

Concerns

Overall, the plant community is pleased with initiatives Atlantic has contributed to the community, but there are some areas they feel require attention.
• The community would like to see Atlantic do more to support churches, sports and cultural events.
• Maintenance of roads. The community believes that its roads were not built for the high level of construction activity and construction equipment operating in the area and this leads to deterioration. They also feel that Atlantic should play a lead role as most of the traffic is related to Atlantic’s operations.
• With regard to the problems at Clifton Hill Beach and the continuous beach erosion issues, the community feels that it has unfairly been made to bear the price of national progress. While the community feels that Atlantic alone is not to blame for the destruction of the beach, they do feel that Atlantic could play a stronger role in marshalling others to find solutions to the problem.
• There remains some uncertainty among community members as to how the Point Fortin community is benefiting from employment from Trains 1 to 4. The community feels that contractors do not fully hire from within the community; they feel that part of Atlantic’s CSR commitments should be to reassess its role in ensuring that contractors hire people from the community as the community appears not to benefit beyond the "lower levels" of labour requirements. According to key community members, the community should benefit more given the potential hazards, risks and environmental problems that it experiences.
• The community wants training opportunities to prepare its people for a possible Train 5 and for opportunities at the upcoming Union Industrial Estate.
• They appreciate being considered a partner and being invited to meetings at Atlantic; however, they feel that new security measures instituted to enter the plant are onerous. They acknowledge that having complained, new systems have been put in place especially to accommodate the government agencies including the Coast Guard, Fire and Police Service.
• Overall the community really appreciates Atlantic’s community relations efforts. The dedication of the Government & Public Affairs and HSSE teams in the community is an indication to them that Atlantic really tries to build a true partnership. However, they feel it would be best for all if the industry operators in the community get together and work out issues so that there are environmental, social and economic wins for all, especially the community.
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<th>CONTENTS</th>
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<td>6.0</td>
<td>PARTNERING</td>
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<td>6.1</td>
<td>ATLANTIC EMPLOYEES</td>
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<tr>
<td>6.2</td>
<td>THE POINT FORTIN BOROUGH CORPORATION</td>
</tr>
<tr>
<td>6.3</td>
<td>UNITED WAY OF TRINIDAD AND TOBAGO</td>
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<tr>
<td>6.4</td>
<td>THE NEW VILLAGE COMMUNITY</td>
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<td>6.5</td>
<td>THE UNIVERSITY OF THE WEST INDIES</td>
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<td>6.6</td>
<td>THE UNIVERSITY OF THE WEST INDIES</td>
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<td>- Faculty of Engineering</td>
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<td>6.7</td>
<td>THE UNITED STATES EMBASSY IN TRINIDAD AND TOBAGO</td>
</tr>
<tr>
<td></td>
<td>- Fulbright Scholarship Programme</td>
</tr>
</tbody>
</table>
6.1 Atlantic Employees
- A Force For Good

Over the years, Atlantic’s employees have demonstrated great commitment in responding to the company’s drive to support the local and wider community in which it operates. Since 1997 employees have been teaming up with the staff of other companies operating in Point Fortin, construction contractors, service organisations and community leaders in programmes spearheaded by Atlantic to benefit the community. The employee programme is growing yearly both in terms of participation and reach. Employees are now looking to greater involvement in community organisations as a way to create an even more relevant interface with the community.

Some of the programmes undertaken so far have included the refurbishment of the local police station and classrooms of the Point Fortin Senior Secondary School. In 2004, they undertook completion of the refurbishment of Ferndean’s Home, the Point Fortin home for some 25 orphaned and abandoned children. Not only is there an employee on the board of management of the home, these special children are guests of honour each year at the Christmas parties held for the children of Atlantic staff.

The full power of Atlantic’s employees as a force for good became apparent nationally when 28 employees came together to participate in the first BG-sponsored Energy Challenge. The 2-day event brought together the employees of companies operating locally in the energy sector to test physical and mental endurance over tough territory and to raise funds to support local charity - the Foundation for the Enrichment and Enhancement of Life (FEEL). Our team trekked through miles of forest by day and night and swam upriver in a dazzling display of team spirit, which earned them the Team Spirit Award for the event. At the formal close the Atlantic team was a winner once again as the employees’ pledge of $201,000 was the highest.

The experience has turned the major fundraising event, Atlantic’s Feel The Energy all-inclusive party, into an annual affair which raised $34,700 in 2004. From this, financial support was given to United Way of Trinidad and Tobago, Serenity Place, Point Fortin’s Drug Rehabilitation Centre for Women and Therapeutic & Life Skills Centre of Point Fortin.

Employee Fundraising

<table>
<thead>
<tr>
<th>Year</th>
<th>Funds Raised</th>
<th>Donated to</th>
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</thead>
<tbody>
<tr>
<td>2003</td>
<td>201,000</td>
<td>Foundation for the Enrichment and Enhancement of Life (FEEL)</td>
</tr>
<tr>
<td>2004</td>
<td>34,700</td>
<td>United Way of T &amp; T / Serenity Place Therapeutic &amp; Life Skills Centre</td>
</tr>
</tbody>
</table>

6.0 Partnering

The food hamper distribution in support of the needy in the community remains a major activity of the employee group. Hamper recipients annually comprise 50 families who face some temporary setback. These families are identified in partnership with religious and community leaders and officers from the Police and Fire Services. Once agreement is reached, employees purchase, pack and deliver the hampers to homes in the surrounding community. During these visits, requests for books, clothing and other forms of assistance are addressed.

In response to the Grenada hurricane emergency, employees launched a campaign which collected some 7,000 cans of food altogether valued at $37,500 for shipment to Grenada through the Trinidad and Tobago Chamber of Industry & Commerce.

Assisting the needy

Hardworking organisers of the Feel the Energy project

Food supplies for hurricane-ravaged Grenada
6.2 The Point Fortin Borough Corporation - Creating a Community Emergency Response Plan

The Point Fortin Emergency Response Plan is a collaboration between the Point Fortin Borough Corporation and business partners resident in the community, government and community organisations. Atlantic plays a prominent role in building this partnership that responds to the needs of the community.

The Response Plan is being championed by the Borough Corporation which also drives the process. While the initiative has the support of all industry partners and key governmental and community organisations. The community commends Atlantic for playing a key role in providing the initial funding and resources required to take the plan into action.

The Community Emergency Response Plan once in effect will empower the community to effectively respond in the event of natural or industrial emergencies. The Borough is pleased to be undertaking the plan for which burgesses have long called. The Corporation has acquired the services of a consultant, formerly associated with NEMA, and who has the relevant skills and government contacts to prepare the plan on behalf of the Borough.

The objective of the plan is to ensure that systems are in place to allow the Borough of Point Fortin to be able to prepare for and respond to its own emergency needs based on internationally accepted guidelines and best practices using national resources.

Key Stakeholders - There are about 40 organisations represented at the NEMA meetings that inform the development of the Plan, some of which include:

- The Point Fortin Corporation – which is the legal/administrative arm of local government in Point Fortin
- The Point Fortin Borough Council – which is the political arm of the Point Fortin Borough
- Atlantic LNG
- Trinmar
- Petrotrin
- Angostura
- TTEMAS
- Government agencies: Ministry of Works, WASA, T&TEC, Point Fortin Area Hospital.

According to Borough officials, “Aside from providing financial resources, Atlantic has been sharing expertise developed in the design and management of its own internal emergency response plan which has been successfully tested over the past 3 years. Atlantic and industry partners have supported the Borough Corporation in drawing up a comprehensive plan completed and tested in 2004.

Atlantic also provides space at its facilities from which the Borough Emergency Response Plan Consultant can work.”

The Company is committed to communication with the Borough and surrounding community whenever there are problems at its facilities. In the event of an incident at the plant, Atlantic promptly meets with the residents of the community to advise on the nature of the incident and address their concerns. The Company frequently describes its own response plan to visitors from the community. What the community says that it really wants to see is that stringent preventative and mitigation measures are in place in the event of an emergency of any kind. More importantly, the community has expressed a desire for its own equipment and training so that it can respond to emergency issues and feel a sense of empowerment as it responds to problems.

6.3 United Way of Trinidad and Tobago - Partnering to Support a Unique Concept

Atlantic is a founding partner of United Way Trinidad and Tobago (UWTT), and its President is Campaign Patron. UWTT is a not-for-profit fundraising organisation (locally termed a Non-government organisation or NGO) whose mission is to mobilise human, financial and physical resources for distribution through registered charitable organisations in Trinidad and Tobago.

UWTT works with NGOs to help them focus resources on viable projects, to help improve accountability standards and performance for the greater benefit of the less fortunate. Principles for giving by UWTT include project-based funding in the theme of family life enhancement, the diversity of recipient projects and NGOs, and the effective and efficient meeting of needs. The list of NGOs reviewed and approved by United Way for receipt of UWTT donations has reached 56. The support of NGOs for the role UWTT is playing in NGO capability development and in fund raising is growing very rapidly. UWTT has recruited a group of about forty persons to work with NGOs in developing projects and in becoming more effective and efficient deliverers of service.

The number of NGOs supported is expected to grow as funding of UWTT grows. Atlantic has partnered
PARTNERING

with United Way to support a unique concept to raise funds for work in communities and so create meaningful change.

Employee Matching Donations Programme
In 2003, Atlantic launched a partnership with employees in support of UWTT and made an appeal for a continuance of community spirit, generosity and commitment to helping others. Under the partnership, employees could choose to donate from salary, the equivalent of one hour’s pay each month. Every dollar donated would attract a matching two dollars from Atlantic.

As of December 2004, Atlantic’s employees have donated $256,710. This amount together with the company’s contribution of $511,046.00 realized a total sum of $767,756.00. In 2004, United Way Trinidad and Tobago disbursed $384,700 to nine NGO’s.

329 employees or 77% of Atlantic’s staff, now support UWTT and contribute on average $83 monthly.

6.4 The New Village Community Centre - A community self-help and empowerment Exercise
Atlantic joined forces with main construction contractor, Bechtel, the community of New Village, and the Ministry of Culture, Community Development and Gender Affairs to build community resource capacity in the form of a central gathering point and mobilisation facility in a resource-strapped community.

While conservative CSR advocates may not agree that the building of a community centre is good practice in communities where people do not even have the facilities to meet and take decisions on matters that affect their lives, having a common meeting place is a necessity. This is especially true if people in these communities are to play a meaningful role in expressing their collective interests and determining their community’s needs. From discussions with members of the New Village Community, having a community centre presents the possibilities of a bright future, not because of the newness of the centre, but because of the spirit of co-operation generated when various partners came together to build this facility.

This initiative also presents greater opportunities for collaboration to work towards a more progressive future for a community that once felt ‘hard done by’ since it did not have a central place to meet and discuss issues that influenced its environmental, social and economic wellbeing.

The opening of the New Village Community Centre, after 40 years without one, shows what is possible when a community is able to work with its government and private sector counterparts. In this initiative, Atlantic’s main contractor, Bechtel, played a lead role supported by Atlantic, some key community members, the Mayor of Point Fortin, the Point Fortin Borough Corporation, the Ministry of Culture, Community Development and Gender Affairs, to work together to develop an official meeting place for the residents of that community.

The result of this effort has been the establishment of a facility that can now be used for community meetings and can be rented out for a minimal user-fee which can then generate income that can be used for maintenance of the facilities. Some of the areas that are targeted to raise funds include:

- Village council meetings
- Literacy and computer training for children and adults
- Classes for children in the vacation period
- Adult skills improvement classes
- Social events.

The community is extremely pleased with Atlantic’s performance in terms of liaising with the community and making good faith effort to support other communities in the Borough. The community members in New Village were just as pleased to announce the Community Park projects Atlantic launched in Fanny Village and Techier Village, and the various children’s projects that seem to touch every home.

6.5 The TeleHealth Link - Atlantic LNG in Partnership with the UWI, the Dr. Eric Williams Medical Sciences Complex and the Trinidad and Tobago Ministry of Health to Create a Healthy Nation

The health and productivity of a nation, and ultimately of its workforce, depends on the success of health care provided to the population.

Despite public sector commitment to health care reform, the evidence suggests that for many, access to critical illness care is problematic. When medical challenges arise which require more specialised care that is not available locally, families with limited financial means have few avenues of support. When the sick are children with their future jeopardised by illness and diminished resources, overseas treatment present a financial burden few can manage.

Dr. Zulaika Ali and her medical colleagues at the University of the West Indies, Faculty of Medical Sciences and the Toronto Hospital for Sick Children, are collaborating to explore possible
solutions to this dilemma. Their goal is to increase the access to good health services and timely, less costly medical consultations for families in Trinidad and Tobago.

Located in the Dr. Eric Williams Medical Sciences Complex – Mt. Hope Children’s Hospital Programme, the TeleHealth Link was launched in August 2004, and is in the process of being set up. According to Dr. Ali, once up and running, “The TeleHealth Link is expected to use innovative information and communication Technology to support and complete health services already offered by the Government of Trinidad and Tobago, through the Mt. Hope Children’s Hospital.”

Through the Atlantic for Children Fund, a fund for the benefit of children sponsored exclusively by Atlantic, this proposed health care intervention has received timely financial backing for an initial 2-year period. This contribution is an extension of Atlantic LNG’s commitment to taking a holistic approach to the development of young persons. This is another example of Atlantic’s commitment to stepping up its efforts to complement and further government and civil society partnerships.

Atlantic’s grant will underwrite the Trinidad costs of setting up an audio-visual link that facilitates diagnostic consultations for the critically ill. This will increase access to consultations and health care for those with limited or zero means to access such medical services. This Trinidad team links with members of the international medical fraternity via the Toronto Hospital for Sick Children, one of the largest paediatric academic health science centres in the world. The Hospital’s International Patient Programme administers the Herbie Fund, giving financial support to deserving cases and Trinidad and Tobago patients may be able to access this fund.

Dr. Zulaika Ali heads up the TeleHealth Link and liaises with local health care providers and international health professionals to access services and expert support for:

- Sick children and their families
- Local health care professionals
- Referrals from the wider Caribbean

The objectives of the TeleHealth Link are to:

- Improve access to high quality paediatric health care
- Eliminate the need for families to travel overseas to seek sub-specialty care, which is especially beneficial to poor families who may not be able to afford the overseas treatment.
- Provide an opportunity for patients and their families to access one-on-one consultations with overseas specialists in real-time, without having ever boarded a plane. In the past the UWI collaborated on special cases with the Hospital for Sick Children in Toronto, Canada, via fax and telephone conversations between the doctors. This meant that the role of the patient and family was limited. The only other option was for the patient and family to make a physical visit to the overseas hospital. However, with the TeleHealth Link, the

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<tr>
<th>Plans/Benefits of TeleHealth Link</th>
<th>Programme Category/Explanation</th>
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<tr>
<td>Increase 3 patient case reviews per week as opposed to having patients and families/doctor get on a plane to seek medical attention overseas</td>
<td>Child development and genetics may form the bulk of consultation</td>
</tr>
<tr>
<td>3-4 cases seen locally via TeleHealth Link - no delay (a step up from previously using courier services to deliver patient charts overseas)</td>
<td>Cardiology. While government has a programme for paediatric cardiology, there are more complex cases not yet facilitated. The Tele Health programme will include discussion on echovideo and angiograms</td>
</tr>
<tr>
<td>1+ cases/mth</td>
<td>Paediatric oncology cases—will be better discussed and will result in better management of patient issues</td>
</tr>
<tr>
<td>3+ cases/mth for review</td>
<td>Renal/kidney management issues</td>
</tr>
<tr>
<td>1-2 sessions/mth., to review 3-4 cases</td>
<td>Tele conferencing on HIV Aids and other infectious diseases and surrounding issues—among management and care consultations</td>
</tr>
<tr>
<td>3+ cases/mth.</td>
<td>Radio Diagnosis including: consultation on digital radio graphics, MRI, CT Scan, endoscopic videos, etc. (this capacity is not available presently)</td>
</tr>
<tr>
<td>2/mth 1 hr. each</td>
<td>Continuing Medical Education—allowing for continuous learning and interactive programmes with clinical case presentations. Also allows for conducting ward rounds, clinical pathological conferences, special module workshops for ancillary health care workers.</td>
</tr>
<tr>
<td>4 times/year</td>
<td>Research finding seminars –promoting collaboration among local and international medical/health care professionals</td>
</tr>
</tbody>
</table>
doctors and patients will be able to have live, real time conversations and discussion without travelling, while also allowing patients and families to also play a full role in the diagnosis and subsequent care for the patient.

- Enhance information sharing and collaboration between Trinidad and Tobago health specialists and the foreign health professionals.

The TeleHealth Link also facilitates other Caribbean medical fraternities to access the support services at the Hospital for Sick Children.

Strategy for operation includes:

- An initial patient operational time of ten consultation hours per month, access based on patients demands and requirements.
- Internal systems for decision-making that determine which patients get considered for this programme. For patients who can afford the service there will be a user-fee stipulated; however, there will also be a sliding system for patients who can not afford to pay.
- Key partners will provide financing and in kind support including:
  - two interactive teaching sessions for medical students per month, including ward rounds, case presentation and discussions.
  - opportunities to allow for mutual sharing and understanding of child cases.
  - an opportunity to conduct research to inform health care administrators of best practices and manpower and technology needs.

While the TeleHealth Programme seeks to provide national as well as regional medical services based on referrals and specific clinical need of patients, there are many outstanding sustainability issues that would need exploring. Some may argue that this is not a genuine CSR area for a company with a business competency that is mainly the export of LNG. However, in their attempt to provide vital health services to sick children and their families the key stakeholders’ partners realise that”… these programmes can not succeed without the generous and bold support from good corporate citizens such as Atlantic LNG.”

The stakeholders in this partnership also make the case that “a healthy family, and by extension, a healthy population is the first step in ensuring greater outputs from the labour force.” Additionally, there is agreement that the private sector has a key role to play, as it eventually has a great deal to benefit by recruiting from among a healthy local workforce. Key stakeholders interviewed for this report also feel that government should play a lead role in financing health care programmes by making health care service provision (not just recurrent costs) an integral part of its service provision. Key stakeholders among the medical profession believe it is equally important to recognise that sub-specialty manpower is not easy to access, and where possible, this is costly. It is with these issues/opportunities in mind that the solution offered by innovative health care initiative such as the TeleHealth Programme becomes apparent, and that bold CSR moves by companies like Atlantic are appreciated!

### 6.6 The UWI Chair in Environmental Engineering

While the Government of Trinidad and Tobago covers some 60% of the recurrent cost of running the University of the West Indies (UWI) most of the cost for development programmes, research and other creative endeavours is derived from other sources. For instance, Government funding does not provide for university chairs through which the University acquires the services of professors in the respective fields to support the expansion of its educational programmes. Support for such innovative programmes must therefore come from the private sector and international partners.

The Chair in Environmental Engineering at the University of the West Indies is clearly one of the more strategic CSR cases supported by Atlantic LNG. As part of Atlantic’s commitment to develop local content by investing in relevant social and economic initiatives, the Company has made a 7-year agreement to hone local talent by funding this tertiary education initiative. Atlantic will contribute TTS$4.4 million under this agreement.

By partnering with the University to create this Chair, Atlantic is also supporting the Government of Trinidad and Tobago in its drive to grow long-term professional local capacity that supports the energy as well as the non-energy sectors. Atlantic has stepped up its commitment to promote sustainable development by working in this timely and necessary tripartite relationship. According to the Principal of UWI, this initiative by Atlantic

"The UWI Environment Engineering Chair is a wonderful partnership between Atlantic LNG, the University of the West Indies and the Government of Trinidad and Tobago. It speaks well for collaboration between business and the social sector. This would not be possible if not for the generous support of Atlantic!" – Dr. Bhoendradatt Tewarie, Principal of UWI

Atlantic LNG Chairman John Andrews (left) presents cheque to UWI Principal, Dr. Bhoendradatt Tewarie, for funding of Environmental Engineering Chair. Centre is Prof. Clement Sankat, Dean of Engineering Faculty, UWI.
speaks well for collaboration between business and sustainable education and training development undertaken through the university.

The overall objectives of the Chair is to provide the following.

- Support for UWI partners to optimize their resources and add value to the discussion and resolution of national civil engineering and environmental concerns
- Curriculum development, enhancement of teaching and learning techniques
- Public awareness of environmental challenges and mitigations
- An expanded pool of skilled nationals who support the energy and energy-related industries
- Future engineering professionals stimulated to drive necessary changes in the industries that rely on their expertise
- Promote professional collaboration in order to provide the necessary academic and practical support to ensure real-time connection between classroom learning and required expertise on-the-ground
- Leadership to resolve local challenges to environment and engineering issues.
- Practical solutions to the emerging environmental management issues and natural disaster challenges in Trinidad and the wider Caribbean
- Leadership and direction in relevant research that informs local as well as regional solutions to the present and future environmental and engineering challenges and thereby increase the relevance of the University in serving the needs of society in a practical way.

According to the University Principal, the Chair will bring about a supportive atmosphere where actual pre-emptive and responsive work can take place. This can create long-term value by meeting the demand for engineering design solutions for the energy and non-energy industries. Government funding alone cannot support a competitive university with such endeavours.

**CSR Wins of the UWI Environment and Engineering Chair**

- Win to Trinidad and Tobago nationals = Improvement in the delivery of social services by way of education and training, appropriate/applied technical research, and eventual employment and economic benefits.
- Win to companies = Creation of a local pool of professionals from which to choose future staff; savings to Atlantic’s HR budget when suitable local professionals can be hired; growth in public appreciation of the full value that business offers may result in a change in the level of public perception that overseas investors are here simply to extract resources
- Win for government = Potential for peace, security and stability, as high levels of employment and sustainable development leaves less room for discontent and the spread of criminal activity.

### 6.7 Fulbright Scholarship Programme

Initiated by the United States Embassy in partnership with Trinidad and Tobago companies, the Fulbright 2000 Programme offers full scholarship funding for outstanding nationals to pursue a Master’s Degree at top universities in the United States.

For the past 3 years, Atlantic has supported a scholarship valued at US$20,000 per year for the pursuit of Environmental Studies.

Dara Farrell
Atlantic LNG’s sponsored Fulbright Scholar of 2002
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<tr>
<td>MILESTONES</td>
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7.0 Atlantic’s Business

7.1 History

The Atlantic LNG Company of Trinidad and Tobago was formed in July of 1995 to develop a liquefied natural gas plant in Point Fortin, Trinidad and Tobago. The venture linked together one local company, NGC Trinidad and Tobago LNG Ltd., and four other companies bringing extensive international experience in the natural gas industry: Amoco Trinidad (LNG) B.V., British Gas Trinidad LNG Ltd., Repsol International Finance B.V. and Cabot Trinidad LNG Limited. (NB: Amoco’s shareholding is now held by BP Trinidad (LNG) B.V. and Cabot’s by Tractebel Trinidad LNG S.A.)

Atlantic LNG Company purchases gas from suppliers and sells fob to customers from its Point Fortin port in respect of Trains 1, 2 and 3. With regard to Train 4, currently under construction, Atlantic will operate as a processor of gas, with the LNG produced lifted and sold by shareholders’ customer entities.

The Atlantic LNG facilities are located in Point Fortin where approximately 324 of its operations staff are located. The Company maintains an administrative office in Port of Spain with 100 employees. Atlantic also uses contractors and seconded staff of shareholder companies.

Between 1996 and 1999, Atlantic was engaged in the construction of a single-train LNG facility. This facility was also the first to be constructed in the Western Hemisphere in 25 years. In April of 1999, Train 1 shipped its first cargo of LNG. An expansion project to create 2 LNG trains commenced in 2000 and was completed in 2003. In 2003, Atlantic began construction of Train 4. Bechtel Overseas Inc. is the Engineering, Procurement and Construction Contractor with responsibility for the management of labour associated with construction activities. On completion, the facilities are taken over and operated by Atlantic.

7.2 Overall Benefits of LNG Production to Trinidad and Tobago

The Atlantic LNG projects have created significant economic and social benefits for Trinidad and Tobago.

Economic
• Monetisation of Gas Resources
• Contribution to GDP Growth
• Momentum for sustained growth rate: 5%+
• Improved international credit rating
• Generation of downstream industries

Social
• Increased skills enhancement for nationals
• Development of national skills-base
• Platform for export of new expertise
• Economic growth of home community: – jobs, self-employment – improved standard of living – support for community efforts – reduction in unemployment levels – new business growth through development of capability

Aggregate Benefits to Trinidad & Tobago

<table>
<thead>
<tr>
<th>Project</th>
<th>Period</th>
<th>US$ billion</th>
</tr>
</thead>
<tbody>
<tr>
<td>T 1</td>
<td>20 years</td>
<td>2.4</td>
</tr>
<tr>
<td>T 2/3</td>
<td>20 years</td>
<td>3.6</td>
</tr>
</tbody>
</table>

(Source: Central Bank Economic Bulletin Vol. 1 No 2 1999)

Total Corporate Taxes

<table>
<thead>
<tr>
<th>Project</th>
<th>Dates/Condition</th>
<th>Tax Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>T 1</td>
<td>– exempt to 2009</td>
<td>–</td>
</tr>
<tr>
<td>T 2/3</td>
<td>– US$56 million/yr over 20 yrs</td>
<td>–</td>
</tr>
<tr>
<td>T 4</td>
<td>– US$67 million/yr over 20 yrs</td>
<td>–</td>
</tr>
</tbody>
</table>

(Source: Statement to Parliament June 16, 2003 – Prime Minister of Trinidad & Tobago)
7.3 Local Content Policy & Performance

Project Agreements between Atlantic and the Government of the Republic of Trinidad and Tobago provide minimum commitments for local content in EPC contracts for the construction of Atlantic’s plants. By agreement, preference is given to qualified companies, firms and persons resident in Trinidad and Tobago that meet the quality, cost and schedule requirements of the projects in the award of subcontracts. Significant emphasis is placed on investment in the training of nationals to enhance the capabilities of an already skilled labour force. The agreements also provide for a measurement system monitored jointly by the Government and the Company with periodic reports issued to track progress. The new model moves beyond merely accounting of dollars spent with local providers of materials and service to expanding the breadth and depth of materials and services provided locally, and supporting capability growth through business development with new and existing ventures.

Local Content Expenditure

<table>
<thead>
<tr>
<th>Project (USD)</th>
<th>Commitment (USD)</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>T 1</td>
<td>150,000,000</td>
<td>176,000,000</td>
</tr>
<tr>
<td>T 2/3</td>
<td>200,000,000</td>
<td>225,000,000</td>
</tr>
<tr>
<td>T 4</td>
<td>175,000,000</td>
<td>235,000,000</td>
</tr>
<tr>
<td></td>
<td>(est. to end 2005)</td>
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</tr>
</tbody>
</table>

7.4 Shareholders

**Train 1**

*Owner*

Atlantic LNG Company of Trinidad and Tobago

*Ultimate owners*

BP Trinidad (LNG) B.V. (34%)

British Gas Trinidad LNG Limited (26%)

Repsol LNG Port Spain B.V. (20%)

NGC Trinidad and Tobago LNG Limited (10%)

Tractebel Trinidad LNG S.A. (10%)

**Trains 2/3**

*Owner*

Atlantic LNG 2/3 Company of Trinidad and Tobago Unlimited

*Ultimate owners*

Amoco Trinidad LNG LLC (42.5%)

British Gas Global Investments B.V. (32.5%)

Repsol Overzee Financiën B.V. (25%)

**Train 4**

*Owner*

Atlantic LNG 4 Company of Trinidad and Tobago Unlimited

*Ultimate owners*

BP (Barbados) Holding SRL (37.78%)

British Gas Trinidad LNG Limited (28.89%)

Repsol Overzee Financiën B.V. (22.22%)

NGC LNG (Train 4) Limited (11.11%)

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**MILESTONES**

1992

- NGC and Cabot sign a Memorandum of Understanding

1993

- Phase 1 feasibility study commenced

1994

- First feed contract awarded to Chiyoda/Hudson

1995

- Atlantic LNG Company of Trinidad and Tobago formed.
- Second Feed contract awarded to Bechtel/Phillips and Chiyoda/Hudson.
- Cabot and Enagas sign sales contracts.
- Gas supply agreement signed with Amoco (now BP)
- Bechtel selected as Engineering, Construction and Procurement (EPC) Contractor

1996

- Signed project agreement with Government of the Republic of Trinidad and Tobago
- Plant construction started
- Lead arrangers for bank loan selected

1997

- US $600m loan agreement signed

1998

- Commissioning begins

1999

- Plant construction completed
- First LNG shipment, April

2000

- Trains 2 & 3 construction begins
- Expansion Project Agreement & EPC Contract signed
- Fifth Anniversary, Atlantic Train 1
- 100th LNG cargo, November

2001

- 200th LNG cargo, June

2002

- First cargo from Train 2, August
- 300th LNG cargo, March

2003

- First cargo from Train 3, May
- Government of Trinidad and Tobago signs agreement to start Train 4 expansion project
- Construction begins for Train 4 expansion project, July
- 400th LNG cargo, October

2004

- 500th LNG cargo, April
- 600th LNG cargo, November

The new model for local content moves beyond merely accounting dollars spent with local providers of materials and services to expanding the breadth and depth of materials and services provided locally, and supporting capability growth through business development with new and existing ventures.
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<td>8.4 EXPANSION OPPORTUNITIES</td>
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Atlantic believes that in service of our purpose as a gas liquefaction business we create distinctive value for our stakeholders in three primary ways:
- through actions that define us in the eyes of our stakeholders as an outstanding corporate citizen
- by delivering outstanding performance as an excellent operator
- and through developing and maintaining great assets, safely and with care for the natural environment.

In preparation of this our first CSR report, we have taken feedback from many sources with the aim of being as responsive as we can be to the legitimate expectations of our stakeholders. We appreciate that this will be a process of continuous assessment and adjustment linked to the feedback we are open to receive.

Our objective therefore is to deliver on our value proposition to our stakeholders through a continuing set of plans that narrow the gaps perceived between where we are now and where we need to be.

8.1 Our People
- Continue to develop the capability of our people through programmes that focus on skills enhancement and leadership
- Maintain our position as a highly sought-after employer on account of our competitive remuneration and benefit packages and a work environment that promotes personal and professional growth.

8.2 Our Community
- Build on the process of dialogue and community consultation that is already in train and maintain weekly interface with our fenceline residents
- Undertake the relocation of those residents most affected by our construction and operations
- Support the community’s plans to improve its health and recreation infrastructure through contributions to the establishment of a new hospital and swimming facility
- Promote the development of sustainable businesses by setting up a fund for the establishment and growth of community-based enterprises that grow employment
- Contribute to the maintenance of a community emergency response plan and the enhancement of its strategic plan
- Grow the skills of youth in the plant community through an expanded apprenticeship programme so as to create valuable employment opportunities.

8.3 Our Facilities
- Create growth in production through more effective use of resources, efficient management and innovative techniques that add value safely.
- Use available technology that ultimately eliminates the need for flaring and so maintain the quality of life of our neighbours while conserving resources.

8.4 Expansion Opportunities
- Continue to explore capability improvements so as to create expansion options that improve the competitiveness of the Company in the Atlantic Basin LNG market
- Create more opportunities for local contractor involvement in our business, beyond spending to acquire local goods and services. We will embed a new model for local content which has already developed the engineering capability of a major local firm to provide high-value work in service of our existing facilities as well as future expansion projects.

We will spread the same quality environmental management systems that govern the operations of our existing facilities to our Train 4 facility.

8.0 Looking Ahead

Our objective therefore is to deliver on our value proposition to our stakeholders through a continuing set of plans that narrow the gaps perceived between where we are now and where we need to be.
Policy
In addition to standing programmes such as Atlantic for Children, Atlantic considers requests from non-profit organisations involved in:

- Health/Human service organisations that work collaboratively with educational and or health institutions on clearly defined community needs
- Non-profit organisations that help senior citizens, the disabled and other health-related groups for programmes that enhance the quality of life
- Disaster relief efforts on a case by case basis
- Organisations who support the physically and mentally challenged
- Hospitals, in a limited targeted and proactive approach
- Civic/Community projects that stimulate community life in partnership with key civic and community leaders and organisations
- Initiatives which address crime prevention and safety issues
- Programmes that address environmental issues.
- Education: Reading, general literacy improvement programmes, programmes that help school administrators and teachers understand the business of the Company and the gas industry, initiatives which encourage professional development for teachers to incorporate an understanding of the gas industry into the classroom
- Arts and Culture: projects and programmes that are rich in cultural diversity and provide broad educational experiences
- Exhibits, events and performances on a selected and limited basis, and with a strong educational component.

Proposals are considered for unique and innovative projects and programmes conducted at the national level and specifically in Point Fortin and environs, where the company maintains facilities.

As a guide, requests should be specific and indicate when grants or other support is required. Wherever possible, detailed estimates of project expenditure and income should be supplied. For longer-term projects, a business plan would be helpful. Organisations should be able to demonstrate accountability as evidenced by a sound organisation structure and accounting/financial management capability. Registration as an NGO or charitable body is desirable.

Requests for corporate support may be addressed to:
The Manager, Government & Public Affairs
Atlantic LNG Company of Trinidad & Tobago
5th Floor, Princes Court
Cor. Keate & Pembroke Streets
Port of Spain

9.0 Accessing Atlantic Corporate Support

Proposals are considered for unique and innovative projects and programmes conducted at the national level and specifically in Point Fortin and environs, where the company maintains facilities.

Organisations receiving assistance must be properly constituted and accountable and only one contribution per financial year is usually made. Requests from individuals to meet personal needs are not normally accommodated.

The company will not consider requests from:

- Organisations that discriminate because of race, colour, religion, national-origin, citizenship, sex, age, and mental or physical disability
- Political organisations, candidates for political office and organisations whose primary purpose is to influence laws
- Religious organisations when projects are denominational or sectarian in purpose
- Individuals, except when involved in altruistic ventures that demonstrably benefit the larger community
- Organisations which receive sizeable portions of their support from central or local government. This includes assistance from overseas
- Organisations/clubs benefiting a select group
- Bankable projects, i.e. projects whose main aim is to profit an individual or organisation

ed must be sustainable as well as should demonstrate a measurable impact.
10.0 COMPANY AWARDS

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<tr>
<td>10.2</td>
<td>BECHTEL CHAIRMAN’S AWARD FOR CONSTRUCTION</td>
<td>51</td>
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Atlantic LNG’s Train 4 Project was named one of Bechtel’s three Construction Teams of the Year 2004. Every year, Bechtel Construction Overseas International (BCOI) presents the Team of the Year Award to construction projects in three categories: Direct Hire Projects, Construction Management Projects, and Small Projects. The construction projects are nominated by Bechtel’s Global Business Units and evaluated against such criteria as safety, performance, innovation and excellence, sustainability and employee focus. Atlantic LNG’s Train 4 Project won in the category of Construction Management.

Atlantic beat out finalists KPO and BG Tunisia & BG Advance to win in the Enhanced Working Practice category for their turbine modular maintenance concept. Atlantic’s establishment of the modular approach to gas turbine maintenance increased efficiency and productivity by reducing major inspection time from 29 days to 14 days. The concept is being further developed by Atlantic’s Maintenance Team to reduce major inspection time from 14 days to 12 days.

The BG Chief Executive’s Innovation Award is an annual scheme which recognises and rewards assets within BG Group for innovative approaches to managing their operations, whether it be commercially, technologically or by means of creative marketing, people management and new business products. The primary benefit is the sharing of knowledge across the Company’s worldwide operations, resulting in overall performance improvements.

Atlantic LNG received the BG Chief Executive Innovation Award 2004 for the company’s innovative approach to turbine maintenance.

Speaking about the Train 4 project on the occasion of its win, Tom Draeger, BCOI President said, “I am proud to report that the highest safety standards have been implemented on this project resulting in outstanding rates and assessment scores. This Lump Sum Turn Key (LSTK) project is being built on reclaimed land requiring innovative construction processes supported by outstanding performance. The project is committed to sustainable development and technology transfer with the local community as represented by the establishment of an engineering office in the Republic of Trinidad and Tobago and their proud participation in many local charitable organisations.”
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