



Read in the issue

Shutdown Is Not a Letdown

In Yuzhno-Sakhalinsk, a unique exhibition Shutdown is not a Letdown was opened – the result of a dialogue between the company's engineers and the regional art community

memorable date2

Challenges are Secret Solutions

We continue talking about the leading initiatives of the Continuous Improvement Programme. Today the spotlight falls on the LNG plant team

continuous improvement 4–5

History and Achievements Museum

Sakhalin Energy delegation visited Tomsk to discuss 2021 performance results with Gazprom Transgaz Tomsk. Of course, the visitors could not miss the History and Achievements Museum, first of its kind beyond the Urals

visit6

The Results Equation

We all get very excited when we find books with mathematical titles: “the happiness equation,” “in search of the success equation” ... Evgeny Kovalyov, the new HSE General Manager, is ready to share his brief principles of getting the best possible results

spotlight interview7

Happy International Women's Day!

Waves of congratulations: on the eve of 8 March, Sakhalin Energy's divisional heads address the company's female staff

holiday 8–9

Never Cross the Same River Twice

We like to talk not only about popular sports, but also about extreme hobbies of our employees. Alexey Nesterov, Head of Business Analytics Sector, listed 10 reasons to fall in love with rafting

hobby 15

congratulation

DEAR LADIES,

On behalf of all the men of Sakhalin Energy and myself, I would like to convey my sincere congratulations to you on the International Women's Day!

This wonderful spring holiday is a symbol of the brightest, most positive and optimistic things that a woman has always been the keeper of. It awakens the sincerest feeling of gratitude towards our mothers, wives, and colleagues. You make our world a kinder place, filling our lives with joy and care, and encouraging us to take on new challenges.

We owe a lot of our success to you! Working in critical areas of the Sakhalin-2 project, you have always been highly professional, persistent in achieving goals, and capable of finding unconventional and effective solutions. On behalf of the male staff of our company, I would like to extend my sincere gratitude to you for all this!

Dear Ladies, may the heartfelt atmosphere of this holiday keep your heart warm and fill your home with comfort, kindness, and happiness. I would like to wish all of you happiness, success, love, and above all health!

■ Roman Dashkov,
Chief Executive Officer

DEAR LADIES,

Please accept my sincere congratulations on 8 March, a wonderful day when men's hearts are imbued with a special appreciation for those who give life, fill it with tenderness and inspire us to noble deeds.

On this bright spring holiday, we strive to express feelings of love and admiration to the closest and dearest women – mothers, wives, daughters. All this from the bottom of our hearts, for you always and everywhere you surround us with care, amaze us with your creative talents and work hard for the good of your families and your native land.

You have been harmoniously combining the care of your family and a successful career, and have distinguished yourselves in all spheres of life. Without your talents it is impossible to imagine achievements of the multinational team of Sakhalin Energy. Your responsibility, dedication and utmost professionalism help to implement one of the biggest and most technically challenging oil and gas projects in the world – Sakhalin-2.

Dear women, thank you for your hard work, patience, endurance and many other qualities on which, without exaggeration, the whole world is based! May the atmosphere of festivity filled with the freshness of the first spring flowers and attention of dear ones surround you in everyday life. Good health, prosperity and harmony of mind! Be happy!

■ Valery Limarenko,
Sakhalin Oblast Governor



CURRENT EVENTS

1
February

Sakhalin Energy announced that it is accepting applications for the Educational Grants Programme

2
February

Sakhalin Energy employees conducted a safety training session for the volunteers of the Gorny Vozdukh Ski Resort

7
February

The company has begun its annual conflict of interest declaration process and its commitment to the principles of business ethics

8
February

Sakhalin Energy held a second open dialogue with the public as part of preparing the 2021 Sustainable Development Report

21
February

The company took part in a round table dedicated to the International Decade of Indigenous Languages. The event was held at the Public Chamber of the Russian Federation

25–28
February

Yuzhno-Sakhalinsk hosted the second round of the VII Regional WorldSkills Russia Championship with the support of Sakhalin Energy

**Sakhalin Energy
ranks among the top 20
large companies
according to results
of HeadHunter
Russia-2021
Employer Rating**

See on page 2

Among Best Employers in Russia

HeadHunter, an online recruitment company, has published the results of 2021 Russia's Best Employers Rating. It lists Sakhalin Energy in the top-20 major leading companies.

The Sakhalin-2 project operator has ranked fourth in Energy and Mining. It follows Gazprom Neft, Rosatom, and Zarubezhneft in this category. However, Sakhalin Energy is ranked second among companies with 1,001 to 5,000 employees.

"Our company still keeps the lead, which speaks volumes of what it takes to be the employer of choice. With the rising competition for qualified employees, especially with the engineering degree, in Russia's labour market, this is a great result and a whole team winning," says Roman Dashkov, Sakhalin Energy Chief Executive Officer.

In 2021, the number of rating participants more than doubled compared to the previous year. It proves

its growing popularity among employers. Here, the competition for the lead helps Sakhalin Energy to follow-up its HR management performance, to look into its strengths and weaknesses in personnel management, which is a key to continuous improvement, and strategic challenges related to monitoring and management of job turnover and development of key specialists.

In particular, Sakhalin Energy pays special attention to the number of candidates who vote for the most attractive company at one of the rating stages. 518 people supported the Sakhalin-2 project operator in this category in 2021, which is almost twice as many as the year before. Generally, the company also showed



a higher total score of the three key criteria: performance of the HR division, internal (employee's opinion) and external (candidate's opinion) assessments.

■ Pavel Ryabchikov

Shutdown Is Not a Letdown

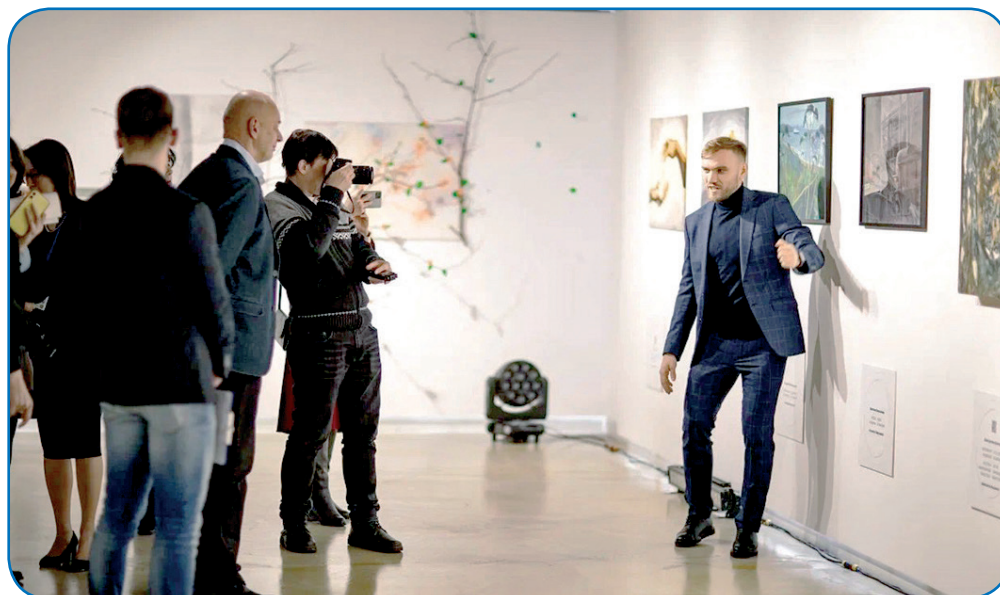
On 18 February, in Yuzhno-Sakhalinsk, the Mayak art residence guests became the first spectators of the exhibition Shutdown Is Not a Letdown. Its premiere started a large-scale similarly-named project initiated by Sakhalin Energy.

This project results from a dialogue between the company's engineers and the local art community. During the series of meetings, they told artists about the complex high-tech production process of the Sakhalin-2 project. Inspired by the variety and intensity of work at the LNG plant during the planned large-scale shutdown, twenty-three Sakhalin artists reconsidered this process, comparing it with the creative "reboot".

"Looking at the presented works, you get a true aesthetic pleasure, understanding how unusually and brightly familiar forms can be represented. I've seen the LNG plant many times, but I never thought it could be so human-like, so kind, so fascinating. I am immensely grateful to our friends – Sakhalin Energy and the Mayak art residence, which allowed Sakhalin artists to get acquainted with the creativity of artists in such a unique format. This project does have great potential," said Nonna Lavrik, Minister of Culture and Minister of Culture and Archives of the Sakhalin Oblast.

"The first word that comes to mind here is the harmony, uniting business and artists in a common creative process. Here you want to make a stop at each picture and "talk" with it in one language – not just stand and contemplate but express your emotions and energy. I am sure that this is only the beginning of a journey during which both physicists and lyrics will find many new creative directions for further development," shared impressions Alexander Sheykin, HR Director of Sakhalin Energy.

In addition to the exhibition's central theme – rethinking the periods of temporary shutdown in various spheres of life, several exciting reflection topics became the result of the creative process – for example, the plant's role in the life of Sakhalinians. "Dance", "Be There...", "The Heart of the Machine", "Prigorod-



noye", "Sakhalin Beach", "The Eternal Harmony" – artists answer this question in different ways. Some explore the production facility as a "second nature" created by people; others perceive it as

a source of energy and continuous development.

The exhibition opened on the birthday of the LNG plant – its landscape with fantasy elements of the artist Anna Sha-

memorable date

burova was selected as a visual reflection of the whole exposition. It was symbolic that Alexander Singurov, Deputy Production Director, Head of the Prigorodnoye production complex, became the event guest. "I think it's amazing that artists have managed to combine "human" with "mechanical" with such a remarkable accuracy. Here, for example, one recognises the beginning of the shutdown, and the other picture represents the start-up of a production train. We, the production people, take such things to heart."

As Alina Tsepenyuk, the curator of the project Shutdown Is Not a Letdown, told, the exhibition, which became a peculiar creative experiment, presents traditional painting and graphics, installation, graphics with stereo effect and neuro art. Along with professional artists, it brought together indigenous authors, for whom the event became the first opportunity to present their works to the public.

"Today is a festivity for all artists, and it doesn't matter how many exhibitions they participated in before. Every one of them is always exciting because the creator is defenceless before a new spectator's eyes and opinion. But often, it's the only way for them to tell society about their feelings, thoughts, worldview and get feedback. I am glad that my colleagues gained such opportunities – now they've got another productive platform which will undoubtedly prolong the creative longevity of Sakhalin artists," – added Alina Tsepenyuk.

It is noteworthy that the exhibition guests have witnessed, or rather, participated in another experiment – synthesis of modern dance and the immersive theatre. The plastic dance sketch, performed before the event's opening, can rightly be called a peculiar live exhibit of the exhibition, which has put the guests in its atmosphere in the best possible way.

The work of the exhibition Shutdown Is Not a Letdown will carry on until 15 March, the entrance is free.

■ Marina Semitko

One Hundred Percent Help

Sakhalin Energy's team and resources joined emergency and rescue operations during a fire in two residential buildings in the village of Gastello, Poronaysk District. The rescuers were aided by the company's nearest production facility, Booster Station 2 (BS 2).

On the morning of 22 February, employees of Sakhalin Energy's pipeline maintenance depot, which is located near the village, were the first to notice a fire in a single-storey residential building in Sportivnaya Street and immediately notified their management and all the relevant services. According to Anton Karpukov, Mayor of the Poronaysk Municipal District, this timely notification made it possible to promptly organise the evacuation of people and start extinguishing the fire.

The company provided the firefighting crews with water from the fire hydrants located at the pipeline maintenance depot in the village of Gastello to refill their equipment. At the fire-fighters' request, the three members of the BS 2 non-professional emergency response team came to their aid with a fire tanker. In just three minutes, the team arrived at the scene, where they proceeded to carry out the tasks

set, ensuring timely supply of water and pumping it into the fire trucks.

The fire in the village of Gastello damaged two semi-detached houses, but most importantly, as the firefighters said, there were no fatalities or casualties.

"All actions were carried out in strict compliance with safety requirements. The guys performed very well, at hundred per cent, although for some of them it was the first real response and not a drill. It is symbolic that it occurred on the eve of the Defender of the Fatherland Day. It may be said that we met the holiday performing our duty," says Alexander Ilyichev, Head of the BS 2 fire crew.

According to Igor Abramov, Sakhalin Energy's Head of Fire Safety, Blowout, and Emergency Response Division, the company has its own firefighting manpower and equipment, including non-professional emergency response



year of fire safety

teams. If necessary, upon request from EMERCOM or the authorities, they can provide assistance outside the production assets.

"The Sakhalin-2 project pays special attention to fire safety, which is one of our key focus areas associated with maintaining reliable and accident-free production. Its importance is also underscored by the fact that Roman Dashkov, Sakhalin Energy's Chief Executive Officer, has declared 2022 the Year of Fire Safety in the company," says Igor Abramov.

■ Pavel Ryabchikov

Reliability is Under Control!

An electric engine for the main gas booster compressor of the Sakhalin-2 Onshore processing facility (OPF) has been delivered to Sakhalin. It arrived aboard an An-124-100 Ruslan, one of the world's largest planes, designed to transport oversized and extra heavy cargo.

The new engine was produced by the Italian manufacturer Nidec specifically for the OPF gas pumping unit at Sakhalin Energy's request. The 21 MW electric engine is the core of the process train. It powers the centrifugal compressor, which in turn creates the operating gas pressure, thus enabling its further transportation.



After the engine was manufactured, Nidec successfully completed factory acceptance tests, which confirmed that it meets all stated specifications, says Roman Sinitskiy, Deputy Finance Director, Supply Chain Manager. Apart from representatives of the manufacturer, Sakhalin Energy engineers and an independent expert also participated in the acceptance and the running of an extended test package on the electric engine. After being delivered to Yuzhno-Sakhalinsk, it underwent further testing – a so-called incoming inspection – which proved it is ready for operations.

The total weight of the engine, including its main components and attachments, is more than 100 tonnes. Due to the fact that this figure was close to the maximum payload of the aircraft, and taking into account the crew's work and rest regime, en route from Trieste to Yuzhno-Sakhalinsk the aircraft made three technical stops for refuelling. Therefore, being classified an oversized cargo, it was transported disassembled with the minimum possible number of separate transportable units. The unloading of such heavyweight "luggage" took place in several stages and required the use of a standard plane loader system and a crane. Lifted with the cargo hoist, the engine parts were first unloaded onto the landing field down the extensible ramp at the nose of Ruslan aircraft and then loaded onto four KamAZ trucks (including a Batyr rough-terrain truck) with a crane. The rough-terrain truck was used to transport the 60-tonne stator – the heaviest part of the electric engine. In spite of the COVID-19 pandemic and the associated restrictions, the delivery was completed on schedule with every safety precaution observed.

Before delivering the engine to the Onshore processing facility, the onshore transportation route will be tested. 37 motorway bridges have already been strength tested taking into account the cargo weight. The engine is to reach its final destination in early March.

"To ensure the technical safety of the Sakhalin-2 project, we must comply with the strict requirements for organising technical maintenance of the production facilities. We must stay updated on recent developments in the world in order to restock our reserve of critical equipment in time. A highly proactive approach in this area ensures one of the key elements of the company – the continuous and sustainable operation of all business processes," said Roman Sinitskiy.

■ Marina Semitko

assets

Experience for the Future

Gazprom LNG Portovaya delegation visited Sakhalin Energy in February. A group of specialists had the five-day traineeship at the company's assets, including the LNG plant.

There is a specific reason why this Sakhalin-2 facility has been chosen. The company is preparing for commissioning an LNG production, storage, and shipment complex near the Portovaya compressor station on the Baltic Sea coast. To ensure stable and safe operation of the future complex, its operator – Gazprom LNG Portovaya – has to study the success story of the Russia's first LNG plant.



"I am very grateful to my colleagues from Sakhalin Energy for the arranged traineeship, their hospitality, and willingness to share their experience. We thoroughly prepared for the trip and made a huge list of questions (about one hundred). As a result, I'm leaving with a 40-sheet notebook full of notes. We have got a lot of valuable information at the production site, including about the reservoir cooling and the cryogenic pipeline. All that can be very useful when placing our own LNG plant into operation. We have been really impressed by the company's approach to personnel training, the careful selection of programmes, and the duration of the training process before letting specialists work unsupervised. We plan to build another team of employees, more specialised one, to learn how to maintain the equipment. As our main goal after the commissioning is to operate the asset safely!"

Anton Stukov, Deputy LNG Production General Director, Head of Portovaya CS LNG Complex Production Subdivision

Meanwhile, this is not the only point of the visit agenda: the guests got some hands-on experience working with high-tech equipment of offshore LNG terminals and studied Sakhalin Energy industrial safety practices. The hosts ensured the most open and supportive environment for the trainees.

The action-packed programme ended with the awarding ceremony for the Gazprom LNG Portovaya delegation. Alexander Sheykin, Sakhalin Energy HR Director, and Alexander Singurov, Deputy Production Director and Prigorodnoye production complex Manager, presented certificates of successful completion of the traineeship and some souvenirs.

■ Pavel Ryabchikov

visit

Roadmap

We can safely say that the Continuous Improvement (CI) Programme for Sakhalin Energy is like a roadmap with no extra “turns” on it. Ilnur Khuziakhmetov, Operational Reliability Engineer and Programme Manager, talks about the features of the “CI package” at the LNG plant.

— Ilnur, your colleagues have already told us about the high effectiveness of the programme.

— If we reduce the programme performance to figures, there has been a total of 160+ proposals in this area. 33 of them were implemented last year. In monetary terms, the financial benefit for the company has exceeded USD 100 million. This calculation alone demonstrates the fruitful work of our team.

— **How would you define the idea of continuous improvement?**

— I don't think my definition will be any different from the generally accepted one. Continuous improvement is part of the corporate strategy that guarantees the sustainability and competitiveness of the company, for the effectiveness of the main production processes and the improvement mechanisms is the expected result of any project. The programme works at several levels — from the implementation of targeted technical and administrative improvements locally, to complex solutions aimed at improving the business processes across the entire company.

— **Does it mean that each employee can make an improvement proposal and it will be taken into account?**

— First, the potential benefits of the proposal are evaluated within the production unit, then it is evaluated by the management. If the potential benefits are obvious, our team registers the initiative, creates a special electronic card, and estimates resources for its implementation based on its complexity. The fact that decisions are made locally testifies to the high level of trust and employee competence in the teams.

— **This approach follows one of Edward Deming's management principles*:** “Make transformation...”

— ...everyone's job. Improve your overall organisation by having each person take a step toward quality.”

— **They say that one day Dr Deming left a lecture room, following the President of the company, who introduced Deming to the audience and went about his business. When asked by the President: “Mr Deming, where are you going?”, he replied: “If you have no time for improvement, neither do I.”**

— We can hardly imagine a story like this. Continuous improvement is “embedded” in the production activities of the company, and all employees are involved in it regardless of their “ranks”. For example, in December last year, the plant's Unit Managers held a workshop. They discussed the 2021 performance indicators based of five key elements. These included the assessment of the HSES management system, the results of audits and employee surveys, the analysis of the results of significant projects (including the scheduled summer shutdown), as well as the benchmarking data (a comparative analysis of key indicators against other LNG plants).

In the end of the discussion, a list of growth projects, or must wins, was developed. Must wins are the key initiatives that aim to improve the working conditions and safety of employees, increase labour productivity, ensure the production sustainability and reliability, and long-term development of the company in new competitive conditions.

— **What does the 2022 roadmap include?**

— We have identified areas to develop. One of the programme tools is the gemba method** (go and see). We plan to increase the number of leadership visits to workplaces, of course with due account for the conditions of the new reality, including the need to comply with restrictions protecting the personnel of the internal perimeter. This practice allows employees to address the issues of concern to the management. It is also an excellent opportunity for people to make their suggestions and illustrate them with examples. And what is more important, to do it where they feel comfortable rather than in the office of a senior manager. To make this process more effective, we have developed a visit algorithm that includes points to pay attention to before everything else.

— **Is it some sort of a technical manual?**

— Apart from technical issues, gemba has another important component — the psychological factor. It is important for people to understand that the manager has come not only to observe, but also to listen to them, to thank them for their hard work. Gemba helps to be proactive, that is to

predict and promptly respond to potential problems.

— **Ilnur, one of the methods for increasing efficiency is visualisation and exchange of experience. What are the steps in this area?**

— Last year, we developed a plan for visualising the state of the main processes. Our goal is to create a clear link between the role of an employee and key performance indicators, so that each person would understand the importance of their involvement and could evaluate their contribution to the common cause. In addition, together with the Central Continuous Improvement Team, we plan to organise a visit to Schluumberger's production facility for our repair shop personnel to see how the workspace is arranged there and to learn from their experience.



Besides, we continue the training and certification of four CI Specialists. Sakhalin Energy invests in the knowledge and competence of its employees, since talents are the company's most valuable asset.

* *Edward Deming (William Edwards Deming, 1900–1993) was a world famous scholar. He is the author of a world-famous book Out of the Crisis and many other papers on personnel, quality, and effectiveness management.*

** *Gemba is one of the lean manufacturing tools, based on the direct participation of management in the work process to assess the situation and make an appropriate decision. In Japanese, “gemba” means “the actual place”.*



Alexander Singurov, Deputy Production Director, Head of the Prigorodnoye production complex: “To us, a culture of continuous improvement is more than just a business process. It is an integral part of our corporate code that helps the company achieve its strategic goals. In this regard, we should take into account not only quantitative, but also qualitative improvements — they may seem insignificant at first, but in reality every little step counts.

Of course, we have a continuous improvement strategy based on several

key principles, one of which goes: “To make the better future, we must learn from the past.” We realise that the company's production process is like a living organism that works properly only when all business processes are efficiently tuned. Therefore, one of the strategic areas for our work in 2022 has become the use of CI methods to improve the business processes of the Prigorodnoye production complex.

Another development vector is the demonstration of leadership. All line managers should share the CI philosophy and support their subordinates' improvement proposals. In addition, each employee must understand that their work is a part of the bigger result and, consequently, realise their significance in the team. That is why another focus in our roadmap is visualising improvement processes so that they would become clear and understandable to all employees. To achieve this, we break down the implementation of a particular initiative into steps and describe in detail the task of each participant in the process.

It is important to understand how high we have set the bar in the CI area and, taking into account this indicator, to objectively identify potential areas for improvement. This is impossible to do without comparison; therefore, we regularly assess the effectiveness of the continuous improvement processes, including with the engagement of external auditors.

I am proud to say that the Prigorodnoye production complex initiatives received the Committee of Executive Directors' Continuous Improvement Award in each quarter of 2021. This motivates my team to continue in the same spirit! If we daily ask ourselves: “What can be improved today so that it would make a difference tomorrow?”, and find constructive answers to this question, we will be getting closer and closer to our CI goal.”

Challenges are Secret Solutions

We continue talking about the leading initiatives of the Continuous Improvement Programme. Today the spotlight falls on the LNG plant team. Roman Streshinsky (Head of the Electrical Equipment Subdivision of Sakhalin Energy), Vladimir Aleksandrov (Head of Technical Support for LNG Plant Electrical Equipment), and Petr Tigov (LNG Production Technologist) will share the details.

— We will discuss three initiatives that were implemented in 2021. Let's start with the most large-scale one, which is testing of auxiliary motors of LNG refrigerating compressors.

Vladimir Aleksandrov: “Refrigerating compressors (main equipment at the LNG train) are driven by gas turbines and four auxiliary motors, two motors per each train. The latter start up

gas liquefaction process and ensure additional power (approximately 15%). Can you imagine what happens if just one of them fails? In order to prevent it, one backup electric motor is provided. However, during commissioning one of four motors was producing vibration. The motor was removed and replaced with an auxiliary one.

The challenges may be either endured, or solved once it is turned into a task. And to solve this problem, we developed various scenarios together with rotating

equipment specialists and Siemens (manufacturer) experts.”

Roman Streshinsky: “Many models failed, and eventually, we chose three main options. We shall give credit to the management: they did not demand an immediate solution, but rather understood all the importance of decision-making process.”

V. A.: “The first option provided for maintenance check and testing in idle mode in the LNG plant setting, the second provided for high-speed testing (at 120%

speed from the rating value). And the third option provided for troubleshooting and repair at the manufacturing plant in Germany, if needed.

– **Knowing capabilities and expertise of our specialists, I am sure that the most out-of-the-box solution was chosen.**

V. A.: “If we had decided to ship motors to Germany, we would have been left without insurance for about 180 days and transportation is also expensive.

R. S.: “We were tasked to perform maintenance check of backup electric motor with minimum losses and at the smallest cost. Therefore, the year 2020 was dedicated to detailed elaboration of testing programme, obtaining approval from all services, and risk assessment. We made a decision to perform this operation at LNG plant in summer 2021 (during mega-shutdown of the gas infrastructure facilities). It was very hard to find a “gap” but we managed to resolve this issue and test the equipment with Siemens specialists.”

– **Can you, please, give details about this operation?**

V. A.: “It was only possible thanks to great teamwork that simultaneously engaged specialists from various areas. Before the shutdown, we started preparing the backup motor, i.e. performed complete maintenance. We made sure to check all bearings, perform all the necessary tests, so everything was checked as much as possible.”

R. S.: “As apart from idle run (when the motor runs at no-load, disconnected from the compressor), maintenance check was also required. We had to run the motor idle, measure vibration, and most importantly, develop check programme.”

V. A.: “Moreover, the operation itself required unprecedented security measures during lifting operations. We had to quickly remove one electric motor, replace it with a backup one, install it, and repeat the process in the reverse order. And the motor weighs almost 40 tonnes! In addition, it was necessary to dismantle and install all auxiliary suspension equipment. The operation did not stop for a single minute; several teams worked in shifts.”

R. S.: “It was a complex, comprehensive, multi-team, and multi-area work that required a thorough risk assessment.”

– **As far as I understand, manufacturer’s representatives also participated in testing. Did they attend the site, or took part remotely due to COVID-19 restrictions?**

V. A.: “We worked together with the Siemens team. They helped us to reset the system for testing, were monitoring electrical and mechanical parameters for 12 hours during start-up.”

R. S.: “Moreover, the manufacturer’s specialists were able to connect to LCI (Load Commutated Inverter) electrical motor management system remotely from Germany and perform additional change-overs and adjustments.”

– **What was the result of this large-scale comprehensive check? Did the motor check-up help to prevent any “diseases”?**

V. A.: “We confirmed its full operability.”

– **So, the patient was safe and sound?**

R. S.: “Our main goal was to verify reliability of the backup motor. Imagine, a very expensive and heavy-duty equipment, critical for production, fails. But you have backup equipment; you are ready to install it. Then you waste your time doing so and it turns out that it is also defective! We managed to prevent the risk of losing time and resources.”

– **How many people were engaged in 2021 operation?**

R. S.: “It is hard to say, there was different number involved at different stages. It took half a year to choose the preferable option: each one required thorough analysis, elaboration, and calculation. We even considered the idea to purchase a so-called “pony motor” to run our motor idle at no load, but it was very expensive. I think, about 100 people in total were engaged. The operation itself took almost four days of two-shift work.”

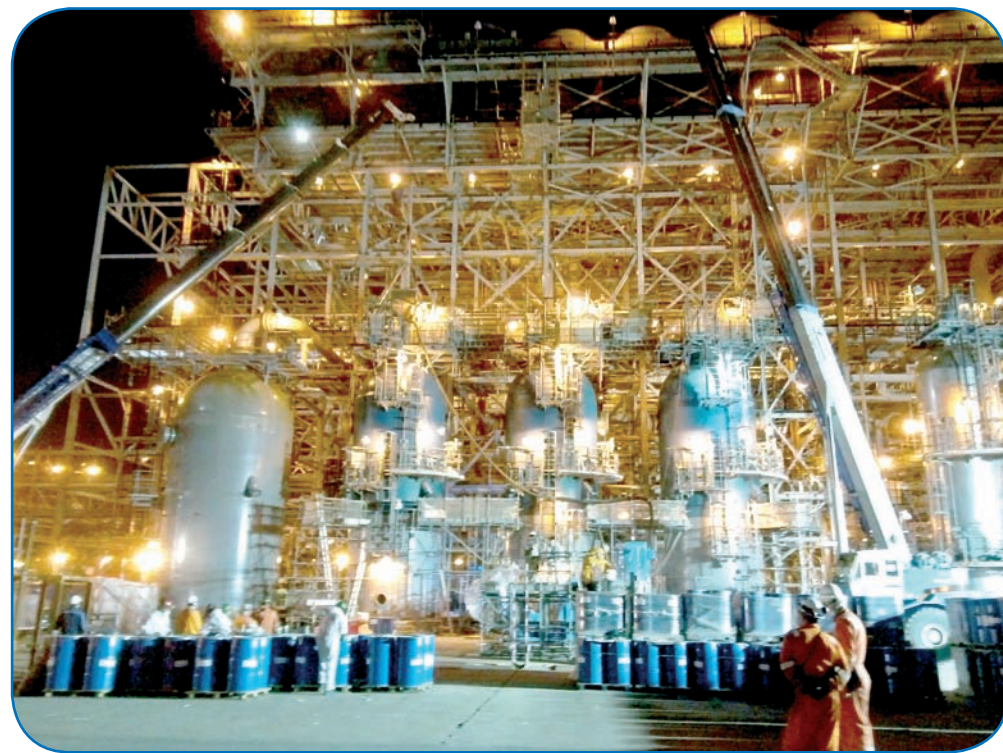
– **In second quarter of 2021, the plant team won an award in the Continuous Improvement Competition with its Transformers Repair at the LNG plant initiative. Are we having another complicated project?**

V. A.: “There is no other way (smiling). 2021 may be called an “Electric Year”. There are two transformers in power generation chain, and both transformers are designed for 44 Hz instead of 50 Hz (a common parameter for Russian equipment). We face the same problem as in the previous project: if one transformer fails, the plant loses its power.

Therefore, this equipment requires

R. S.: “The challenge was that such works are conducted at specialised repair facilities only. The manufacturer refused to perform such scope of works remotely, and asked to deliver the equipment to its plant. However, we performed troubleshooting of damaged components and developed main components replacement plan. All stages were agreed with the manufacturer. And our choice was correct – we have managed to solve the problem!”

V. A.: “The company Procurement and Logistics Subdivision teams were very helpful during the project



Moisture adsorbent tanks



Backup electric motor

special attention. As a result of proactive monitoring, a hidden defect has been discovered in one transformer.

– **I may guess, you came up with several different scenarios, just like in the previous project.**

V. A.: “This time, two options were enough. We faced a dilemma: either ship the transformer to the manufacturing plant, or find another solution. We would have to ship the transformer by air and which costs a lot; moreover, the repair would have taken from two to four months. So, we held a council meeting, conducted technical risk assessment with the team, and developed a repair procedure.”

implementation. They promptly processed our requests, found the required spare parts and materials in Russia, and ensured fast delivery from Moscow and St. Petersburg.”

– **I’ve heard that you had to dismantle the substation roof to complete the works. Is it true?**

V. A.: “Yes, the repair was challenging. When we were dismantling the transformer, we discovered thermal damage of certain inner parts. We replaced them, repaired, assembled, tested, and commissioned again.”

– **Petr, please, join our conversation. Your colleagues have talked about their projects; and I know that you also had to**

continuous improvement

solve a challenging task. Maybe it was not so large-scale; nevertheless, small rain lays great dust, as they say.

Petr Tigov: “Work at our plant is never boring: we always face new challenges, some are easier to solve, others are more complicated. Last year, we found ourselves in a difficult situation. We use the adsorbent at our trains. During operation, its operating characteristics degrade, so it requires regular replacement.

During the operation of the adsorbent, taking into account all the existing technological and organizational factors, as well as potential risks, the specialists of

the LNG plant determined the term for replacing the adsorbent – once every five years. This work was planned for 2020.”

– **And no one expected the COVID-19 pandemic! So, you had to immediately adjust your plans, right?**

P. T.: “Adsorbent replacement is a very time-consuming task: the process at a single train takes almost 10 days and requires engagement of an external contractor, certified for such works.

We had to find an out-of-the-box solution: we examined the possibility of extending the regulated service life, carried out technological calculations and proved that the adsorbent use may be extended for another year.”

– **Does it mean that this experience may be used in the future, and the adsorbent could be replaced one year later?**

P. T.: “Exactly. It has already been proven in practice. This solution is a great benefit for the company: we predict the plant to save approximately USD 1.5 million during its expected life.”

– **Petr, who has designed this project?**

P. T.: “It has been developed by the Plant Production Subdivision. The competence of engineering personnel allows the team to analyse the problem and find a solution promptly. The company employees are willing to do their job. During discussion of any task, we always ask ourselves: how can we solve it in the safest, the simplest, and the most cost-efficient way; how we can save money, time, and efforts? As they say, seek, and you shall find.”

■ The column was prepared by Elena Gurshal and Marina Semitko

History and Achievements Museum

Sakhalin Energy delegation including Production Director Grzegorz Kulawski, Onshore Assets Manager Denis Smirnov, and Advisor to CEO for HSE and Industrial Safety Andrey Oleynikov visited Tomsk to discuss 2021 performance results with Gazprom Transgaz Tomsk, the general contractor for maintenance of Trans-Sakhalin pipeline system at Sakhalin-2 Project. The delegation also included representatives of the company Production, Financial, and HR Directorates. During the official meetings, the participants discussed health and safety issues, operational and economic aspects of joint activities, Sakhalin Energy's digital transformation experience, as well as human resource development and prospects for increased cooperation. Of course, the visitors could not miss the company's History and Achievements Museum, first of its kind beyond the Urals. Without preserving history, we have no future. Maybe this is why Gazprom Transgaz Tomsk honours the invaluable experience of the company so reverently and in an amazingly "hi-tech" manner. After all, that experience serves as the basis for new achievements.



The museum is situated in the company's corporate institution; its main goals is to develop employees' expertise and HR potential. It also focuses on career guidance of school children and students, implementation of scientific and educational projects, development of educational material and technical resources.



A large team of employees and the company "veterans" contributed to the museum establishment: many people donated unique exhibits, photos from personal archives, and invaluable memories. Thanks to the vast amount of materials, the employees can find almost any information about the company, including of their own contribution to its activities.



The museum demonstrates not only the company's history, but also its production process. Advanced multimedia technologies, including interactive equipment, help the visitors to get lots of interesting information. For example, there is a five-metre long tape table in the Company History room – five to six people can interact with the installation at the same time



Each of seven exhibition halls is dedicated to a certain topic: from the company establishment and headquarters shacks to modern technologies and gas transportation methods. All exhibits have a unified style and a thoroughly designed colour scheme. Movement paths along museum halls are marked by graphic lines at the walls and the ceiling that remind of gas pipelines.



After a tour around the museum, now is the time to visit the training ground with training stands for the area employees to master their skills and upgrade qualifications. Skills festivals such as the "Best Employee" are also held here



Training is organised at the operating units that simulate gas pipeline sections and block valve stations, are equipped with teleautomatics, and can be controlled from the control unit. It allows not only to master personal professional skills, but also teamwork skills, when the trainees of different pipeline sections are engaged in a single process

P.S. The mission to Siberia went very well. Sakhalin Energy would like to thank our hosts for their hospitality! We are sure that our partnership relationships will continue to grow and strengthen!

■ Prepared by Marina Moruga

The Results Equation

We all get very excited when we find books with mathematical titles: “the happiness equation,” “in search of the success equation” ... Evgeny Kovalyov, the new HSE General Manager, is ready to share his brief principles of getting the best possible results.

— **Evgeny, you're the first Russian citizen and Sakhalin resident chosen for this position in Sakhalin Energy's history. What feelings did you have when you got this offer?**

— I would be lying if I said that the appointment was a total surprise to me. People were saying certain things, and I knew I was shortlisted, but it's not the kind of situation where you can say, “I awoke to discover I'd become famous overnight.” Still, I had mixed feelings. On the one hand, I was proud to be trusted by the company, the management, and my colleagues, but on the other hand, it's a heavy responsibility.

— **Were you scared?**

— Not really. I would say that it was another chance to step out of my comfort zone. But it makes you brace yourself and realise that, from now on, you will not only have familiar tasks, but you'll also be looking for answers to new questions and challenges. You don't climb mountains to prove to yourself that you can do it, but rather show others the way.

— **This is not the first time you have had to lay a new course in your life. Please tell us a sailor became a safety expert?**

— I am a native Sakhalin resident. Life by the seaside led me to my first profession. After school, I got into the Admiral Nevelskoy Far Eastern State Maritime Academy in Vladivostok and graduated as a naval engineer. I sailed specialised ships servicing oil and gas fields; I took part in trans-oceanic towing operations. A sailor's job is a risky one, and it takes a lot of responsibility. So, I took advantage of an opportunity to build a career in industrial safety.

I received additional professional training. I was engaged in the construction of the LNG plant, and after its commissioning I joined the Prigorodnoye production complex team to later become the Head of the Corporate Safety Division. So, the construction site brought me to the company.

A good leader is a person who knows how to use their voice, not from the position of “I am your boss, and you're reporting to me,” but rather “We are partners trying to achieve the same goal, and together we want to turn it from a speck on the horizon into reality.”

— **Was it difficult for you to get into a management position and learn to manage people?**

— It was not easy, because I had to readjust myself to deal with cross-functional issues. The team was really nice and friendly, and I hope that for my part I also contributed to developing the talent pool. In the three years of my work, four of my team members moved up to positions of higher responsibility in the company.

A manager has an extended sphere of influence; it is closely tied to the interpretation of a number of legal requirements, the revision of internal standards, and any change can affect the entire company. As for “managing people”, I don't like this phrasing. I would say that it's about being good at coordinating people.

— **What's the recipe for being a good manager?**

— I won't be original. A team of like-minded people is the secret weapon. You have to look for supporters advocating for strategic decisions. A good leader is a person who knows how to use their voice, not from the position of “I am your boss, and you're reporting to me,” but rather “We are partners trying to achieve the same goal, and together we want to turn it from a speck

on the horizon into reality.” I think it was Caesar who said that you have to be first among equals.

— **Svetlana Radionova, Head of Rosprirodnadzor, once said that in interviews she asks candidates, “Which do you prefer: money or fame?” What would you ask candidates?**

— The question I ask most often is, “Why you?” In one interview, a candidate opened up and said that he did not see himself as a unique specialist, that he realised that his experience and knowledge was not enough, but he was willing to learn and dreamed of joining our company. For me, that's about honesty and openness; and these are essential for a candidate to become a part of the team. I don't like it when a person has a honey tongue, but a heart of gall. Team spirit is important, and I have to trust my people. So, here's my motto, “Reliability, trust and willingness to go forward.”

Team spirit is important, and I have to trust my people. So, here's my motto, “Reliability, trust and willingness to go forward.”

— **How many people are there in your team?**

— There are about 50 people in the department. If you add in the on-site specialists, and you get twice this number. They are a part of the department, but they report to the on-site management.

— **Does your on-site work experience help you find common ground with production employees?**

— Yes, we speak the same language. Our relationships go far beyond work.

— **Can an employee come to you and share their personal problems, or is it “work comes first”?**

— Of course, work comes first (*smiling*). Jokes aside, support and empathy can find their place in both personal and business vocabulary. You need to be able to listen to and hear people. I hope that I am good at it. The management system in our department is driven by personal responsibility and trust rather than strict control. I want to maintain and develop that.

— **Becoming a team leader by working for almost two decades, rather than being an outside appointee, is both simple and hard. How did you find it?**

— The internal transition has its advantages. You know a lot about the processes and pan-asset communication. However, working for Sakhalin Energy, a safety champion, raises the performance targets, and it may be hard for an internal candidate to reach them without external, impartial judgement.

— **I can't agree with you. Last year you were the winner of the International HSE DAYS project and made it into the TOP-20 executives in occupational health and safety. I think this speaks volumes of your open-mindedness and gives you the right to be referred to as a safety culture advocate. Can you name the main signs that show there's a safety culture in place?**

— First of all, it's about the conditions of working spaces, the behaviour of employees and their supervisors during operations, the use of PPE, how you bring newcomers on board, how the management and personnel respond to accidents.

— **The HSE Department is a complex operation targeting different areas: occupational safety, environmental protection, health care of employees...**

— A manager has to be able to prioritise and find strength to address the most challenging and important tasks. One of the top priorities is the harmonisation of standards. Our company has always operated in a com-



bined legal environment. The management system is based on international standards and Russian legal requirements. Recently, Russian legislation has been seeing some serious changes; and control and sanctions by supervisory bodies have become tighter, which must also be taken into account in our business. We have to find a balance between our “law-making” function and expert and practical support of production.

Our goal is to combine them seamlessly, trying not to lose the best practices that have been built up over the years to give good results today. Better communication between assets is equally important in order to share experience.

— **Your department is in the centre of different safety initiatives and programmes: Goal Zero, the Peak Corporate Championship, which came after the Winter Safety Marathon... Is quantity a substitute for quality?**

— I'm sure it's not. In fact, most programmes are aimed at developing leadership, developing responsibility, which is the key to success in any area. Do you remember the Swiss Cheese model for risk management? There are no perfect models; if there is a gap in one programme, then it appears in another place of another “cheese slice.” However, the next slice, which has no problem in the same place, protects the whole system from going down. Following the cheese model, a stack of programmes forms defences, which together produce a synergistic effect that helps to build a safety culture.

— **Today, society is eco-savvy. Do you see and feel these changes? Do you think the industry is being pressured by society, or is it changing on its own?**

— Yes, energy balance is today's focus, and I agree with experts that our industry is in for a big change in the future. But I still believe that traditional fossil energy sources will continue to drive the energy transition. I think that we have to make sure that these topics do not become political or populist on a global scale and that they do not lead to rash decisions.

But we certainly have to keep an eye on trends. We also need to keep going forward with the Green LNG corporate strategy, which uses effective approaches to reduce and offset greenhouse gas emissions; and to focus on other equally important areas, such as waste minimisation and biodiversity conservation.

— **Can I ask you a personal question? How did your family take the news on your new position? Can you maintain a successful work-life balance?**

— My family is already used to my phone being on 24 hours a day. I'm not proud of it, but that's the way things are. My wife understands and supports me; my elder son studies oil and gas field development at a fuel and energy college, and my younger son goes to school. They are my everything. As they say, a sailor is stronger on the shore.

— **Good luck on the command bridge and fair winds and following seas!**

■ Interview by Elena Gurshal



Happy International Women's Day!

"Dear ladies, please accept our best wishes on International Women's Day! Thanks to your efforts, the Asset Logistics Group helps hundreds of people reach their destinations safely and comfortably by land, sea and air. Thank you for your work! I hope you spend this day with a smile on your face and in the greatest mood, happy and loved. May you and your families live in peace and harmony!"

Vadim Panin,
Logistics Manager

"Dear Ladies, on behalf of the Corporate Security Department, let me wish you a happy International Women's Day! Thank you for gracing our men's community with your presence. From the bottoms of our hearts, we wish you happiness and joy! Remember that we are always there for you, and you are on our minds all the time, not just on 8th March!"

Igor Isakov,
Head of Corporate Security Department

"Dear colleagues, dear women! Thousands of years have proved that you are the source of everything good in this world. You give life, you protect our hearths and homes, you pass the most fundamental human values on to the next generation. "Mother", "family", "motherland" – we grow up with these words on our lips and they are all associated with women. They say that beauty will save the world. So let it be your beauty! Dear colleagues, on behalf of the Facilities Management and Development Division let me wish you love, good health and creative accomplishment. May your homes brighten with flowers and your smiles today and every other day of the year!"

Sergey Doda,
Head of the Facilities Management and Development Division

"Dear women of Sakhalin Energy! Ladies! Let us, men, express our best wishes and words of love and respect on this day! You bring kindness, wisdom and beauty to our offices, assets, platforms and homes. You make the world believe in peace, family happiness and the future itself. You are the key to salvation. Take care of yourselves and your men! Have a great holiday!"

Andrey Okhotkin,
Commercial Director

"On this warm, blissful spring day I would like to wish all the women at our company a happy International Women's Day! Dear ladies, your tactfulness, support and empathy are an indispensable part of our common culture of caring for each other. Keep gracing us with your admirable wisdom and charm. May all your dreams and wishes come true today! I wish you love and prosperity!"

Evgeny Kovalev,
HSES General Manager

"The women of our company never fail to amaze us at how you combine your delicacy and femininity with the ability to complete any task however difficult and hefty it may be. Along with that, you embody such fundamental values as home and family, committing yourselves fully to raising your children so that they may become successful and decent adults. It is people like you who make up the core of our company and its talent potential. Dear ladies, I wish you and your families success, good health and all the best! May this spring day bring you joy and happiness, and we will try to make it vivid and memorable!"

Alexander Sheykin,
HR Director

"I greatly appreciate the role of a woman because I believe our hardworking colleagues have a lot to offer and it is our responsibility to find ways to demonstrate the value of these ideas. This is especially true for Sakhalin Energy's Finance Directorate, where half of my management team are women, of which I am very proud! Dear colleagues, I wish you continued success in maintaining the reliability of our company's financial system, on which our common well-being depends! I wish you happiness and success in everything you do!"

Todd Perkins,
Finance Director

"On behalf of the whole Production Directorate I would like to convey our warm congratulations to all the female staff at our company! Dear women, today, an enabling environment is being created in the unit to develop and realise your full. As professionals and leaders, you make an invaluable contribution – thank you for that! On this festive day, let me wish you health, happiness and fulfilment at work and at home!"

Grzegorz Kulawski,
Production Director

"I feel very privileged to work alongside our talented female colleagues who surprise us every day with their commitment and professionalism. I am proud to say that women outnumber men in Legal Directorate! Women make an invaluable contribution – without your original initiatives and hard work, Sakhalin Energy would not be able to achieve such high results, including in the area of corporate legal culture. Thank you sincerely for impeccable reputation and dedication!"

Qaiser Lone,
Legal Director

"Our dear and beautiful women, we congratulate you from the bottom of our hearts! We wish you spring renewal, energy and success and hope that the digital age will bring harmony in the balance of your professional activity and personal life and you will be more happy and beloved women, mothers, wives and sisters. It is your skillful hands that create the benefits for which we work together. Thank you for your support, loyalty and kind look. Let those of you who are able to appreciate your beautiful souls always be with you. Happiness, health and all the best to you!"

Alexander Tvorogov,
Head of Information Technology and Information
Management Department

"The best way to achieve high results in your work is to sincerely love it, and the fairer sex at our company fully proves this to be true. Today's women are innovators and discoverers with plenty of insightful ideas. They are not afraid to explore oil horizons and build careers in one of our country's strategic industries. Dear ladies, I wish for you to always pursue your goals and be masters of your craft. May your friends and family be in good health and your eyes shine with happiness!"

Timur Gafarov,
Technical Director

SAKHALIN

Ensuring Smooth Operation

In the situation of the rapid spread of COVID-19 across the world, the company continues to focus on safety on board its chartered tankers and gas carriers, where failure is just not an option. Alexey Lysenko, Export Operations Manager, speaks about measures implemented in Sakhalin Energy's fleet, one of the key links of the Sakhalin-2 transport infrastructure.

— Shipping is the most structured and standardised sector of the industry. All marine operations in the Russian Federation and abroad are strictly regulated by both national and international maritime legislation including conventions, rules and regulations, as well as processes and procedures developed by ship owners to ensure high quality of marine transportation services.

Despite several COVID-19 waves, no cases of coronavirus have been registered among the crews of the commercial vessels

chartered by Sakhalin Energy and the LNG carriers of buyers over the two years of the pandemic. From February 2020 to December 2021, 424 oil and LNG carriers passed through the port of Prigorodnoye. At the same time, there were no cases of delayed loading of vessels due to the new virus. This was largely due to the unprecedented measures taken by Sakhalin Energy to ensure the safety of personnel, as well as the cooperation demonstrated by the technical operators of chartered vessels.

At the beginning of 2020, Sakhalin Energy developed a number of special requirements aimed at minimising the number of shore-based personnel directly interacting with the vessel crews during their entries into Prigorodnoye port. Given that almost all countries have introduced quarantine control over the entry of foreign citizens, the company has provided and continues to provide the required support to shipowners in organising timely crew changes. This is despite the fact that the Sakhalin Energy commercial fleet includes about 500 seafarers of different nationalities! Crew members who shift in Prigorodnoye port undergo mandatory 14-day observation at the company's temporary accommodation facilities and PCR testing for COVID-19 to prevent the spread of the infection on vessels.

Needless to say, all Sakhalin Energy's marine contractors, the owners of chartered tankers and gas carriers, have promptly responded to the pandemic. In line with the company's

strong recommendations and instructions issued by federal and regional authorities all vessel crews were isolated, contacts with third parties were minimised or limited, mandatory inspections and checks, as well as discussions of management issues were arranged remotely (where possible), measures were taken to ensure additional disinfection of vessels etc. The application of pre-developed and updated emergency response plans enabled uninterrupted and safe supply of Sakhalin Blend and LNG to customers.

One of our priorities today is to follow the selected course of work and interaction that has proved successful. The most important thing is the continuous development and implementation of critical solutions. In this case only, the set of anti-COVID barriers will continue to function effectively as a safety cushion against the spread of the dangerous virus on the company's vessels.

■ Recorded by Marina Semitko

personnel

New Format – New Opportunities

Sakhalin Energy finished the year 2021, declared the Year of Science and Technology in Russia, with a remarkable event. The company held the first round table for young specialists of the Technical Directorate.

The idea to hold a conference of that format was suggested by the TD personnel in the autumn of 2021. Everyone under the age of 35 was invited to participate in it. The organisers of the round table did not put any limits on the topics and the format of reports so that all speakers could show their leadership and teamwork skills, share experience, raise awareness about the issues of their concern and discuss them with experts.

In total, there were 19 applications submitted from 25 specialists. Most reports were devoted to technical solutions and experience of their application, as well as to other topical issues, including the building of high-quality models of hydrocarbon reservoirs. Some presentations touched upon the digitalisation of processes for managing the Technical Directorate tasks, for example, the process of collecting and transmitting data during well drilling to create an eWell-Book. Particular attention was paid to the usage of new ways to monitor the quality of contractors' work considering the COVID-19 restrictions.



Each presentation was followed by discussion, comments, questions and answers. The reports were evaluated by the panel of 11 experts, headed by Technical Director Timur Gafarov. The experts also prepared recommendations for each speaker, which would help them develop their topics for scientific and technical conferences, contests, or



publications in the industry magazines. Thanks to the instant feedback, the young professionals could objectively assess the relevance of the raised topic.

The significant discipline event ended with a speech by the Technical Director. Timur Gafarov summed up the results of the round table, announced the expert panel marks, and presented all the participants with commemorative certificates.

EXPERTS

Timur Gafarov, Technical Director: "The round table was literally a table that gathered young enthusiasts around. They had an opportunity to show their professionalism and personality, to share the ideas they are currently working on, including in areas that are not directly related to their professional activities, with other participants and the directorate leaders. It was the first event of this kind not only for the Technical Directorate, but for the company as a whole. And I am sure there will be many more! After all, we, strategically minded leaders, are constantly looking for proactive employees who can contribute to the sustainable development of our company."

Ruslan Oblov, Russian Content Development Advisor: "The round table has demonstrated that the Technical Directorate's employees are people who not only love their profession, but are also passionate about finding new solutions and willing to expand their horizons. Such events are useful for the whole team as they serve as a good team building tool. Specialists can share their theoretical and practical knowledge in various areas, practise their public speaking skills, show other sides of themselves which their colleagues may have never seen in their daily work. It's almost like going camping together! It would actually be great to try and organise this kind of round table in nature. Who knows, maybe Irina Sakharova, the inspirer and organiser of the past event, is already working

on it. Many thanks to her and all the participants! I wish all the "knights" of the round table success in their work, never ending enthusiasm, and an unquenchable thirst for knowledge."

Alexey Khabarov, Head of Division for Scientific and Technical Development and Technical Data: "The development of young specialists is one of our top priorities. It is exceptionally important to maintain a balance of experience and youthful energy in the team, to ensure the formation of a qualified skill pool. In this sense, the influx of "fresh blood", new ideas, modern thinking is the key to the well-being and active development of the team, and the prevention of stagnation. Round tables are a great opportunity to express oneself, exchange ideas, learn the expert opinions. We definitely should continue this practice and expand its format by engaging other related units. In this way, young specialists can acquire a professional outlook and a sense of involvement in the large-scale activities of the company."

Yakov Pyak, Head of Professional Learning Subdivision: "It is an excellent opportunity to demonstrate and share knowledge, search for development opportunities through an open dialogue between experts and participants. I listened to the speakers and participated in the discussions with great interest. This format is undoubtedly one of the important tools in the formation of a self-learning organisation."

YOUNG PROFESSIONALS

Anton Talankin, Senior Petrophysicist: "We learned a lot of new information in a short period of time. On the one hand, it was difficult for me to understand issues that were completely unrelated to my rather narrow discipline (petrophysics). On the other hand, we had a great opportunity to get to know our colleagues, to learn how they live, what tasks they are working on, what challenges they face, and how they address them. Each report was followed by a detailed discussion; all participants were given valuable recommendations based on their presentations. I think this is an effective way to share an idea and get support for its implementation."

Georgy Gvozduhin, Senior Engineer of the Front End Engineering Subdivision: "I joined the company quite recently – in October 2021, so it was very interesting for me to get to know my colleagues, to find out what work they are engaged in. Besides, I also know some life hacks from my work experience, so

I was eager to share them with my new co-workers. I presented the benefits of using the OneNote app for task planning, explained the possibility of shortening the document digital signing process, and touched upon topics related to the so-called soft skills. I believe that it is worth holding more of such events in the future, as they give us a chance to share ideas that arise in the course of our work and can increase the efficiency of the company's business processes."

Dmitry Los, Oil and Gas Production Technologist: "Participation in the round table was a great opportunity to share the results of our work with the colleagues, learn useful things from their experience, and discuss pressing issues with our leaders. I was really impressed by the variety of topics raised; each report was characterised by a specific way of information presentation and ended with an active discussion. It was very appealing! I would definitely take part in a similar event in the future!"

■ Irina Sakharova

Ayhor Synergy

The new business centre Ayhor named after one of the most beautiful waterfalls in Sakhalin, near the famous Lyagushka butte, now hosts the integrated project office. It has brought together Sakhalin Energy Project Implementation Department engineers and Production Service Network Sakhalin (PSNS) and Gazproektengineering (GPE) specialists. Igor Nikulin and Dmitry Lushpay from the Projects Implementation Department and Supply Chain Management Department have told us about the advantages of working side by side with the Sakhalin-2 chief designer.

— Sakhalin Energy has been working with PSNS for several years now. What are the perks of having an integrated office, in your opinion?

Igor Nikulin (Project Services Manager): “Project implementation is, first of all, about a team effort. It has many stages: design, selection and purchase of equipment and materials, construction, and commissioning. Each of them has many specialists involved (both company employees and contractors), so the project success largely

“I’m sure that the decision to create a single project office with an integrated team is the right one and will bring notable positive results in the medium and long term.”

Oleg Yakovlev, Acting Head of Projects Implementation Department, Head of the Design Subdivision, Sakhalin Energy

2023. To ensure a “seamless” transfer, we had to closely supervise the entire process and the readiness of both contractors. From this perspective, moving into one office not only saves a lot of effort, but also helps respond to ongoing matters faster.”

Dmitry Lushpay (Head of Engineering and Technical Services Contracts and Special Projects): “I’d like to add that this is a crucial step for the company. We’ve been preparing for the contract transfer for the last five years. Its successful implementation will let the Russian specialists adopt the experience and best international practices from the recognised industry leader, build their own competence and expertise, and jump-start the Russian content development in Sakhalin-2.”

— As far as I know, all the work of organising and preparing the relocation fell on your department. What was the most difficult part?

utes away from other Sakhalin Energy offices. The interior design perfectly combines natural elements — wood, stone, and water; and the panoramic windows offer magnificent views of the Resurrection Cathedral and the Gorny Vozdukh Sports and Tourism Complex. In February 2021, the project was given the green light. We moved into the new office in September, and in October the PSNS and GPE teams joined us.

— You were actively involved in the design and planning of the new office. What did you focus on?

I. N.: An office is not just about walls and furniture. First and foremost, it’s a space for achieving the company’s goals. Proper layout, room ergonomics, and harmonious interior contribute to employees’ performance and their attitude to work. We wanted to make the office comfortable for everyone since we spend a major part of our lives here. To many of us, it’s like a home away from home.

“Sharing the office with the customer saves all of us so much time for strategic decision-making as we don’t waste any time to get to the meeting somewhere else. Trendy, modern design, spacious offices with stunning views of the city, and functional conference rooms are appealing to everyone. They create an ideal environment for the most daring ideas for the benefit of the Sakhalin-2 project.”

Oksana Ovsyannikova, Deputy Director General for Economics and Finance, Gazproektengineering Sakhalin

D. L.: “No doubt, we owe it to the great teamwork. The Projects Implementation Department teamed up with the colleagues from the Supply Chain Management Department (Ksenia Kuznetsova, Julia Poluboyarinova, Svetlana Lim) and the Information Management Subdivision (Angelika Lebedeva, Natalia Glebova, and Alexandra Khan). We also reached out to specialists from other Sakhalin Energy divisions (Facilities Management and Development Department, Information Technology Department, Corporate Affairs Department, and HSE Department). We saw major support coming from Roman Sinitsky, Deputy Finance Director and Supply Chain Manager.

I’d like to give a shout out to Vladimir Kvitchenko, Head of IT Project Management Subdivision, who helped us organise the transfer and deployment of the IT infrastructure in the new office, from cabling and server connection to setting up and testing the equipment at the workstations. And from PSNS/GPE, Galina Mushnikova, Manager of Migration and Administrative Affairs Department, assisted us in the process.

— The hardest part is over. What can you say about the relocation results?

D. L.: “The pandemic and remote work didn’t let us test the office at full capacity, but we can already say that the relocation was worth it. We save so much time, can now promptly address work issues without having to run between offices. We are receiving only positive feedback from our colleagues. Everyone likes working together for the common goals in a well-equipped office, where every detail has been thought through.”

I. N.: “The new office immediately makes you realise that you are a part of the team in one of the leading oil and gas companies, which cares about their employees. Finally, I’d like to stress that the successful integration of Sakhalin Energy and PSNS/GPE personnel in one space will create synergy between employees and lay the foundation for more effective implementation of the company’s projects.”

■ Interview by Virginia Lakomova



Sakhalin Energy joint project team, PSNS and GPE

depends on how effective people communicate and work together.

The idea to set up a project office which would bring together Sakhalin Energy engineers and PSNS chief designer occurred to us several years ago. It was driven by the need to integrate teams to improve communication, quality, and efficiency of team work.

Moreover, we saw that the strategically important project in terms of the Russian content development was coming to an end. It is the transfer of the engineering and design contract from the foreign designer (PSNS) to the Russian design institute (GPE), which is scheduled for January

I. N.: “First of all, we had to convince the management that it made more sense to set up one project office. In 2020, we developed the strategy and the commercial validation of the project, and Sakhalin Energy Production Director supported this idea. The next step was to find the right building.”

D. L.: “We were looking for not just a building but a modern office with all the necessary infrastructure (utilities, canteen, parking), which would fit a project office of 400 people and meet the company’s health and fire safety requirements. Having studied the lease proposals, we went with the new business centre Ayhor located literally min-

We tried to incorporate all of the latest trends: “open space” for more effective communication, individual work areas, and places for recreation and informal communication. We also set up more conference rooms with advanced video conference systems to keep people productive while working remotely.

I’d like to thank Sakhalin studio ARTE NOVA for their help with the design concept. Also, we used domestically produced equipment only for the new premises. Therefore, we achieved 100% Russian content during the relocation.”

— Moving is not an easy thing to do, but you’ve managed to organise it in record-breaking time. What’s your secret?



New Regulation

A new regulation on entering the company's production facilities based on the immune status assessment* has come into effect in Sakhalin Energy (hereinafter referred to as the Regulation). The document has been developed on behalf of the company's General Coordinating Committee chaired by the Chief Executive Officer. Answers to FAQs regarding the application of the Regulation are given below.

Question: In terms of the duration of the immune status, will the certificate be valid if the immune status expires 4-7 days after arrival for the shift?

Answer: Yes, it will be valid (see Clause 5.3 of the Regulation).

Question: A full health screening of the individual (not just as part of annual health check-ups, as the gaps between health check-ups and vaccinations may not match) is necessary when receiving vaccinations/revaccinations. Will the company organise these measures?

Answer: Vaccination is carried out in public health facilities in accordance with the guidelines of the Ministry of Health of the Russian Federation.

Question: There are employees who are not against observation measures, why do they need to undergo the immune status assessment?

Answer: If the actual level of antibodies in the blood is lower than the established threshold value, the employee will be assigned the status NON-IMMUNE and will be subject to observation in line with the requirements of the facility and its mode of operation. In addition to observation, employees may take other preventive measures (for example, wear masks or respirators, keep a social distance, limit contacts etc.). At the same time, the higher the herd immunity level, the lower the number of severe COVID-19 cases.

Question: What is required to enter the facilities: the proof of full vaccination or the level of antibodies exceeding the threshold values, provided that it is measured using the appropriate testing systems?

Answer: To determine the procedure of entering the facility, an employee will need to have his/her immune status determined in accordance with Section 4 of the Regulation. To determine the immune status, it is necessary to measure the level of Ig G or Ig G (S) class antibodies.

Question: What should I do if my re-vaccination is scheduled for one of the days when I'm on my rotational shift, when vaccination is not allowed due to an unfavourable epidemic situation?

Answer: The employee may be re-vaccinated at the place of residence after the end of the rotational shift.

Question: What is the impact of vaccination on the level of existing antibodies? Is there a possibility of a conflict?

Answer: After vaccination/re-vaccination, the level of antibodies (as a rule) increases. The presence of antibodies is not a contraindication to vaccination or re-vaccination.

Question: Why do I need to get vaccinated if I have antibodies?

Answer: Vaccination is voluntary. In line with the differentiated approach, the immune status is determined by the level of antibodies.

Question: I have a medical exemption from vaccination, which is valid for six months. Before taking my shift, I found

WHAT TO DO IF YOU HAVE ANY SYMPTOMS OF COVID-19, AR, ARVI, FLU?

IN CASE OF MILD SYMPTOMS:

The RF Ministry of Health has prepared a relevant instruction for asymptomatic and mild patients with COVID-19 infection.



IN CASE OF MODERATE SYMPTOMS CONTACT:

- 1-300;
- ISOS clinic
+ 7 4242 46 29 11.

IN CASE OF EMERGENCY:

103



COVID-19 24/7 hotline: + 7 914 759 47 11

on Gosuslugi portal that the requirement for obtaining a QR code had been extended to one year. What requirements should I follow?

Answer: In this case, we recommend that employees additionally consult with

their doctors regarding any indications or contraindications to vaccination.

* The Regulation on entering the company's production facilities based on the immune status assessment is available on the company's internal website.

Heroes of Our Time

[I am goal zero](#)

We continue to talk about our colleagues who have distinguished themselves as part of the corporate Goal Zero programme. Their stories are a call for action not only at the company's assets, but also outside them. This is what Alik Kim, an employee of SC Tubular Solutions contracted under the Sakhalin-2 project, did.



WHAT HAPPENED

Alik noted that after the demolition of the Yuzhno-Sakhalinsk residential building, its ruins were left unattended (with no prohibition signs or fencing installed). There was a risk that the large fragments of the building, which formed a kind of a "cave" at the former entrance, would collapse. To prevent a potential incident, Alik contacted the management of the demolition organisation and shared his concerns. The company refused to do anything about the situation. On the same day, our colleague requested the assistance of the Yuzhno-Sakhalinsk Department of Urban Management, and the following morning, the hazard was eliminated.

"It happened last year. When I returned from my vacation, the first thing I saw were the debris where local children were already



playing. They are usually magnetically pulled to such places. First, I warned the children about the danger and waited for them to leave the danger zone," said Alik Kim.

Only a visit to the Yuzhno-Sakhalinsk Department of Urban Management helped get the ball rolling, when our colleague showed the smartphone photos of the haz-

ardous facility. The next day, the dangerous pit was filled in and the remaining debris were removed.

Alik has been working on the Sakhalin-2 project for many years already and believes that intervening in an unsafe situation is a way of life, a way of thinking, it is a practice that should be put on autopilot. Earlier this year, after a powerful January cyclone hitting the Sakhalin Oblast, he prevented another incident.

"As I was walking along the street, I noticed children playing on a snow pile left over from plowing. They were sliding down the snow pile one by one, not aware of risks

of sliding down right into the road. I could not pass over them. I got out of the car and told the children to play in another place. I'm not seeking praise, I just want to prevent safety hazards. After all, nothing is worth more than a human life, especially when it comes to a child."

■ Pavel Ryabchikov

Stop and Smell the Roses

For over 100 years, the beloved International Women's Day has transformed from a rally for women's rights into a celebration of spring and beauty. Nowadays, this holiday is celebrated in Russia and around the world, but at first it was not at all about gifts, flowers, and congratulations from men. Up until the middle of last century, the custom of giving flowers was not that common.

At one point, the National Council of Italian Women chose mimosa as a symbol of the holiday in their country, as they believed it to represent power, sensibility, and sensitivity. Since then, it has become a tradition to give women mimosa on this day in recognition of their power. Over time, the list of presented flowers has grown. Nowadays, it takes a lot of effort to meet today's global demand for flowers.

Do you ever wonder how many flowers per year people buy in our country? Where do flowers come from? What flowers do women prefer for the 8 March? And how does this correspond to their jobs?

According to the survey, 24% of Russian women would prefer tulips as a gift on the 8 March. This is the top choice of purchasing managers (39%), HR managers (35%), storekeepers (33%), and chief accountants (31%). Doctors and teachers (28% each), secretaries and engineers and technical employees (29% each) also prefer tulips.

Meanwhile, one in five Russian women (22%) would rather receive roses for the 8 March. Among them are salespeople (33%), skilled labourers (27%), lawyers (26%), storekeepers (25%), economists, administrators, engineers, and technical employees (24% each), and nurses and sales managers (23% each). Peonies (8%) are also in the top list of flowers for the 8 March. They are preferred by managers, accountants, secretaries, nurses, and office managers (9% each).

Daisies were voted by 6% of respondents, most often by purchasing managers (17%). While mimosa, the "Italian symbol" of women, was chosen by only 5% of respondents, mainly by chief accountants (12%), HR-managers, and call-centre operators (10% each).

The Russian Federation ranks 8th among the world's importers of fresh flowers in value terms (more than USD 271 million), while global import in 2020 amounted to about USD 9 billion.

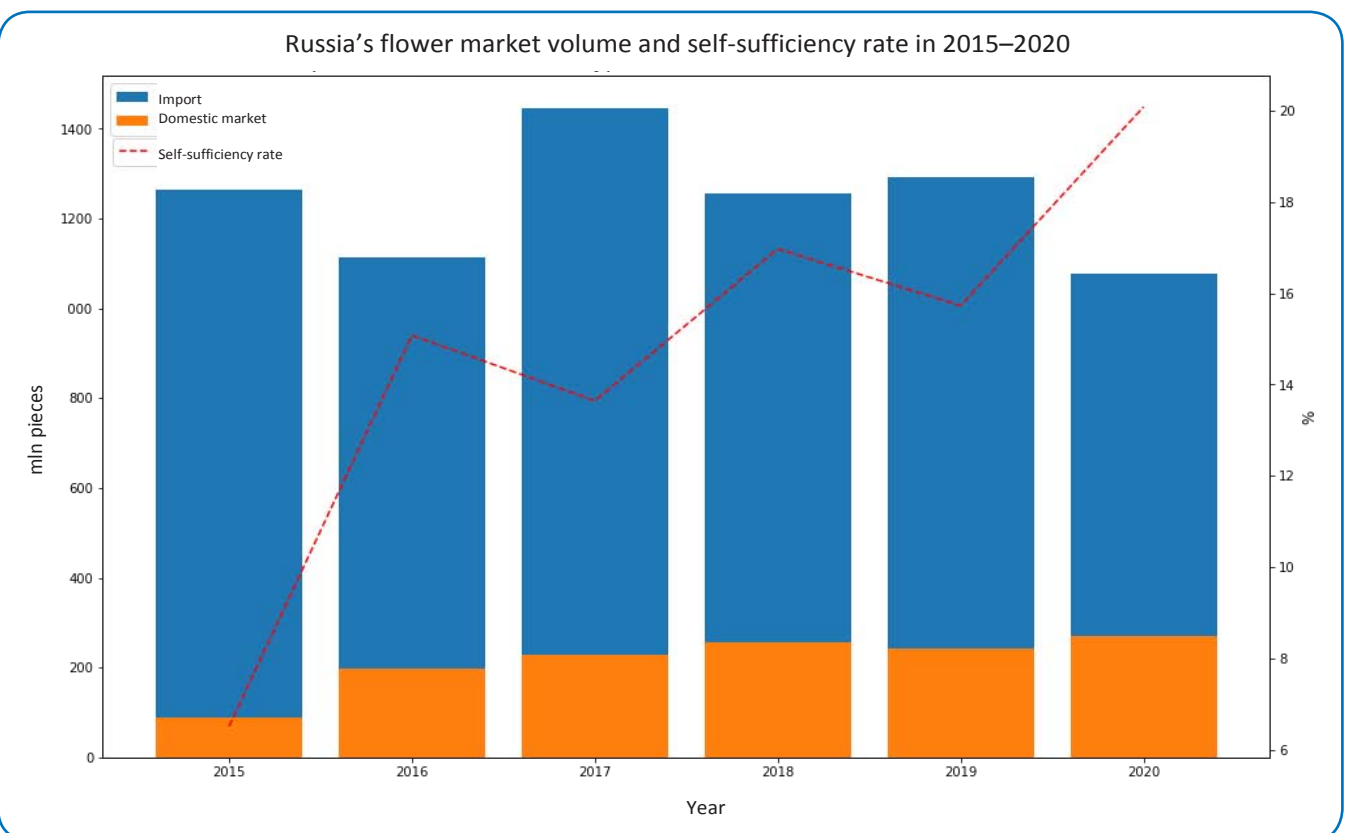
Only 5% of Russian women voted for lilies; chrysanthemums and pot plants got 4% each; orchids – 3%, and other flowers (gerberas, gladioli,

irises, calla lilies, daffodils, snowdrops, violets) received 13% of votes. And only 6% of respondents said that they didn't want any flowers for the 8 March: they find it clichéd and impractical.

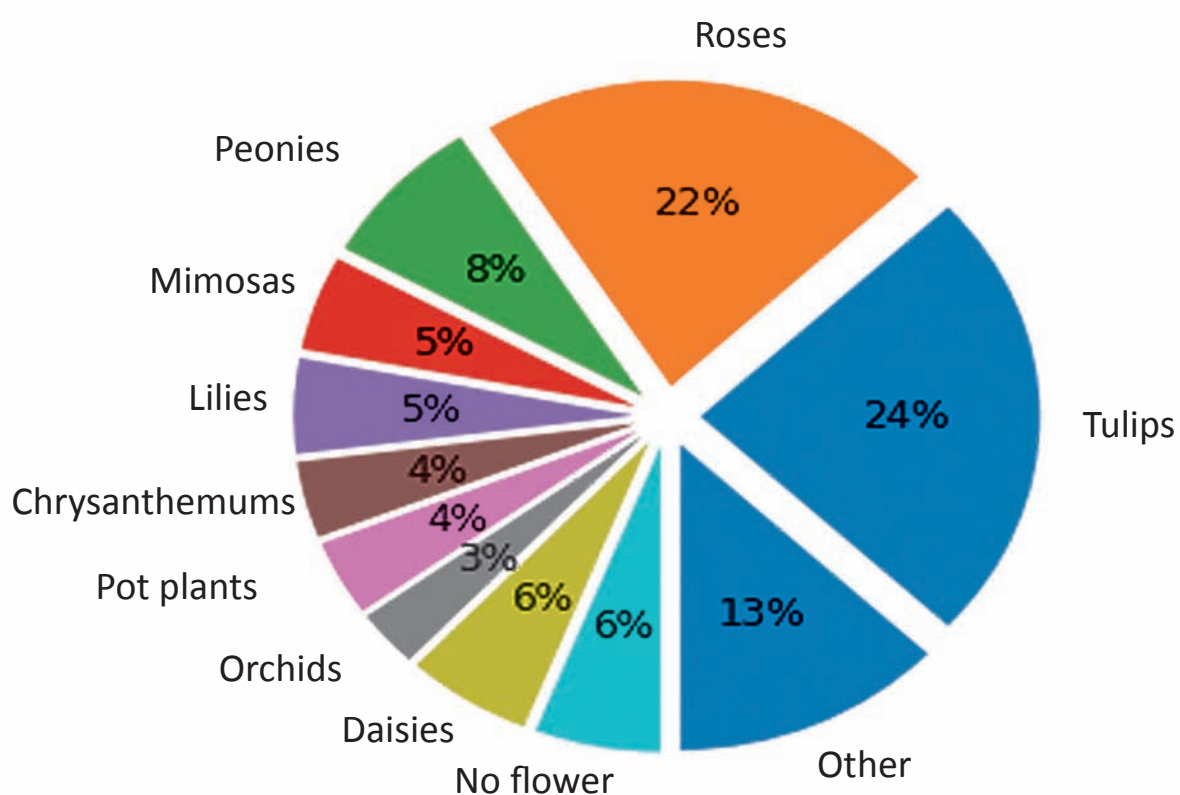
Meanwhile, growing flowers can be quite profitable. Although not all flowers can be picked all year round (while the greatest demand being in cold months), many entrepreneurs run this business because of its high margins. In 2020, 1,077.82 million fresh flowers were imported to Russia, which amounts to USD 270.9 million.

The import share decreased by 185 million pieces (by 14.6%), or by USD 221.6 million (by 55%) since 2015. Primarily, it is caused by the decrease in the roses and chrysanthemums supply. Among the general import volumes, the roses import amounted to 63.3% in 2020, while in 2015 it was set at 61%.

Historically, the main suppliers of fresh flowers to the Russian market have been the Netherlands, Colombia, Kenya, and Ecuador. Until 2015,



Women's Flower Preferences on the 8 March



Ecuador imported 512 million pieces to Russia, Kenya – 186 million, the Netherlands – 183 million, and Colombia – 146 million. In 2014, Belarus supplied to the Russian market less than 1% of fresh flowers among total imports of freshly cut flowers, while in 2020 this figure exceeded 70%.

The Russian Federation ranks 8th among the world's importers of fresh flowers in value terms (more than USD 271 million), while global import in 2020 amounted to about USD 9 billion. Despite large import volumes, Russia's annual self-sufficiency rate is growing. In 2015, it was 6.53%, while in 2020 it reached almost 20.1%, with a total domestic market of 1,347.31 million pieces.

Today, about 20% of flowers on the market are grown domestically. Unfortunately, the Russian climate doesn't allow 100% flower self-sufficiency with the quality similar to Kenya or Ecuador, but 50% mark can be achieved provided there is adequate state support.

Let all Russian women enjoy bouquets of their favourite flowers on International Women's Day and for many days more.

■ Prepared by Maxim Bakulin, based on materials mskgazeta.ru, interagro.info

International Indigenous Languages Decade – the March Has Begun

On 21 February, a Round Table on Preservation and Development of Languages and Culture of Indigenous Minorities of the North, Siberia and the Far East of the Russian Federation was held in the Civic Chamber of the Russian Federation. This event addressed collaboration of citizens, the state and business in this area and was timed to coincide with the launch of the International Indigenous Languages Decade.

The round table was attended by federal and regional authorities, members of the Civic Chamber, representatives of Indigenous Peoples of the North, Siberia and the Far East, the scientific and expert community, non-profit organisations and businesses. The meeting was held in a mixed format – given the topic significance, representatives from around 40 Russian regions joined it online.

In his welcoming speech, Vladimir Zorin, Chair of the Civic Chamber Commission for Harmonisation of Interethnic Relations, noted that International Mother Language Day had been celebrated in Russia for over 20 years. Since then, the approach to language preservation has changed. According to Vladimir Zorin, Russia does not fit UNESCO's classification.

"They consider languages with less than 100,000 native speakers as dying languages. It is different in Russia, we have languages spoken by much fewer people, but these languages are still strong. So, we are looking for our own way to work effectively," he stressed.

Stanislav Bedkin, Deputy Head of the Federal Agency for Ethnic Affairs, reminded that Russia was the first state to approve

an action plan for the Indigenous Languages Decade at the governmental level. The plan includes 6 sections and 64 activities. "We plan to place a strong focus on language digitalisation: developing fonts and layouts and digitising book monuments in the languages of the peoples of Russia", he explained.

Margarita Lyange, Deputy Chair of the Civic Chamber Commission on Harmonization of Interethnic and Interreligious Relations, emphasised that many people, including business representatives, responded to the appeal to take part in the event. "That is great, as bringing business approaches into practice will help increase the effectiveness of our work in general," she added.

Yulia Zavyalova, Senior Specialist of Sakhalin Energy's Social Performance Department, shared that in view of the Inter-



national Indigenous Languages Decade, the Company had developed a series of events aimed at preserving the linguistic heritage of Sakhalin indigenous minorities at the regional, federal and international levels.

"It is delightful to see that, at the round table, we jointly address the issue of preserving the linguistic heritage of indigenous ethnic

groups, inextricably linking it to both the interests of the state and society, and the social responsibility of business. Only such a three-fold partnership guarantees that the efforts to preserve languages in the regions will be effective in the long term and makes a significant contribution to resolving global challenges," added Yulia Zavyalova.

Supporting projects aimed at preserving indigenous languages and culture is one of the priorities of the Development Plan, Sakhalin Energy's major programme of collaboration with indigenous ethnic groups, which has been implemented in partnership with the regional government and the indigenous community. Remarkably, on International Mother Language Day, the Plan's partners announced the launch of a grant competition, which, among other things, is aimed at promoting the languages and cultures of indigenous minorities.

■ Marina Semitko

Home for a Ghost

our children

Why do I like maths, and my friend likes dinosaurs? Why do I like painting with bright colours, and my friend likes drawing with a pencil? Why does everyone enjoy depicting wild animals, but I'm bored and would like to do something else? The Art-Coworking project helps children find answers to all these questions. Irina Nemykina, Chief Specialist of the Sakhalin Energy Social Benefits and Guarantees Section, and Anna Shashkova, Project Coordinator, talk about the essence and purpose of the project.

Irina Nemykina (I. N.): "On 01 September 2021, the corporate Children's Centre governed by Eureka Educational Centre, an autonomous non-profit organisation, launched the new Art-Coworking project for children of primary school age in the territory of the company's residential complex. The main task set before the teaching staff is to create conditions and apply the technologies that contribute to the formation of universal soft skills and meta-subject results that will serve as a basis for children's success not only in educational activities but in their future in general."

Anna Shashkova (A. Sh.): "The teachers together with the children implement mini-projects, using the research approach. For example, we suggested the Space and Me topic to the children of the after-school group."

I. N.: "This might sound too scientific, but in fact everything was arranged in a very interesting play form. The key idea is that our identity helps us think, create, express ourselves, and can also change the way we see the world around us."

A. Sh.: "The main subject of the study was a nameless ghost. According to Maxim Gorky, no person can exist without a name, so the first thing we did was that we asked the children to name the ghost. To study the issue more deeply, we turned to the programming workshop for help. There we learnt that the same file under different names (extensions) can take different forms: an image, a text, a video. Then the media workshop joined in. They suggested that the children explain the difference between fire and flame, a ticket collector and an usher. This way, we discussed the topic of synonyms and the specifics of their use in Russian."

I. N.: "The children joined in the study with great



enthusiasm. They actively discussed why the ghost never showed up, and made an assumption that he was probably self-conscious, because he had no face. When we asked them what the ghost looked like, we received completely different answers."

A. Sh.: "Some of the children claimed that the ghost was nothing but an ordinary person; others were sure that the transparency of the ghost was a disguise and in fact he was covered with fur and had several pairs of eyes. To learn to express their thoughts better, the kids went to the art workshop. There each of them was given a very fragmentary sketch and the task to complete the portrait of the ghost. The children created the images using a variety of art techniques and tools:

felt-tip pens, watercolours, plastic clay, pencils, crayons. Each of the young artists saw something different in the sketch and brought it out as best as they could.

At the last stage of the study, everyone tried to imagine the ghost's house and the objects that surrounded him. Building a house was not enough; they also needed to understand how the ghost lived in it – after all, the rules in the ghost world are different from ours. It turned out that it was not easy for human beings to investigate the world of ghosts. We, people, cannot do many things they can, such as go through walls or fly. After a week's work, it seemed to us that we had more questions about the ghost than answers. But when the children and I began to discuss our experiences of the past few days, we realised that we all are very much like ghosts to one another when we first meet – nameless, living in our own world, invisible to others, and totally strange. However, the more we try to understand other people, the more we listen to them and explore their world, the more colourful and diverse our own world becomes."

I. N.: "By the way, the boys and girls designed the ghost's house in the theatre workshop. As you see, the project was implemented with the participation of several of our creative units. Hence the name of the project – Art-Coworking. I believe that an exploratory approach to learning and development (as well as the opportunity to look at the same topic or task from different points of view, based on different action methods and cultural standards) allows Art-Coworking craftsmen not only to organise safe and interesting pastime for children with comfortable conditions for doing their homework after school, but also to create a unique space for them to independently explore and comprehend their identity and the world around them."

P. S. The Art-Coworking project team invites parents to bring their children to the after-school group. If you would like your sons and daughters to develop their self-awareness, self-organisation and reflection, their ability to make informed choices, to work in a team, to listen to and hear other points of view, to express and defend their opinions – this is just what you need!

■ Interview by Elena Gurshal

Never Cross the Same River Twice

We like to talk not only about popular sports, but also about extreme hobbies of our employees. Alexey Nesterov, Head of Business Analytics Sector, listed 10 reasons to fall in love with rafting*.

Alexey is a native Far East resident. He was born in Bolshoy Kamen, and has been keen on tourism and fishing from the very childhood. Three years ago, he started rafting (it was love at first sight; at first raft, to be exact, which lasted three weeks). And ever since, he spends every vacation running the rapids of Siberia and Far East rivers.

PHYSICAL ACTIVITY

If you dream of a lazy vacation at the beach, rafting is definitely not for you. It is not a relaxing cruise from point A to point B, but rather a thoroughly planned and team-building process. After conquering the water, brace yourself to work on the land: make a camp, build a fire, cook your food, build bathhouse, etc. Sometimes you can overcome river obstacles only on foot: in this case, it is not the raft (or a canoe) carrying you, but other way round. And reaching your destination is also a challenge. For example, when we rafted down the river Uda (Irkutsk Oblast), it took several days to reach it. First, we had to take a flight to Irkutsk, then drive to Nizhneudinsk on an alpine road (500 km), and cross Sayan ridge on foot (the peak height being over 3.5 km above the sea level). Truth be told, we crossed the ridge light-handed: canoes, food, and our belongings were carried by horses provided by our guides, the Tofalars**. On the first day, we walked 35 km! And at the river source, we changed to our rafts. Normally, the preparation for launching takes an entire day.

FRESH MOUNTAIN AIR AND BEAUTY OF NATURE

Of course, rafting is a hard work multiplied by resilience and stamina. However, the incredible beauty surrounding you makes up for it. We visit remote places for a reason: the nature is just different there. You finally understand, why



the poets compared nature to a temple. The air feels thick with pine-wood and mountain herbs aroma. We reach the wildest places where the chances to encounter wild animals is much higher than humans. We often see deer, roe deer; and once we even encountered a bear. The king of the Taiga forest was peacefully standing at the verge and didn't even notice us, as we speeded by in our canoes. Once we also came across hunters riding horses; they asked for cigarettes and shared with us fresh venison.

HEALTHY DIET AND HAUTE CUISINE

I'm not joking when I say haute cuisine. Our deputy team leader works as a chef in a Japanese restaurant. Therefore, when it is possible and when we have fresh venison or fish (that we catch often), he cooks gourmet food. Sometimes we make meat dumplings – they taste fantastic there. But of course, our food is mostly simple; there is a food supervisor responsible for it. During our journey, we stick to a minimalistic approach: take freeze-dried products, such

as carrots, onions, potatoes, and even dried meat (to avoid carrying excessive weight and protect the food from water). I showed the guys how to cook lentil soup, in fact, it is a superfood as 70% of its nutritional values is protein. The only heavy food we take is canned meat. Such nutrition and physical activity helps losing extra weight.

ADRENALINE

The only loose item in the canoe is the paddle, and of course, the paddler. By the way, we have a cast-iron rule: do not lose your paddle! Sports component during our journey lies in running rapids of the top (Class 6) category, where the easy part ends. It takes only one rapid to cross, and you fall in love with this sport forever. Striking adrenaline rush, your heart is about to burst; you feel frightened and excited at the same time. During the trip, you lose the facade and go back to primitive lifestyle: gathering wood, cooking over a campfire. There are no mobile phones, no e-mails (of course, satellite communication is available in case of an emergency). Here you understand how strongly humans depend on nature, weather; how vulnerable yet powerful they are. Apart from getting memorable experience, you step out of your comfort zone, which brings you new knowledge and inspiration, rafting and canoeing skills, navigation techniques, and many more.

VOCABULARY

This sport significantly expands your vocabulary. For example, you learn the commands, which are also new terms for you. "Back paddle!" means to paddle backward. "High side!" helps staying on-board when running a rapid, as it makes the boat and paddlers much more stable. "Moor" means paddling to the shore. When you hear "Get down!", you need to lie down onto the vessel bottom as low as possible. "Strainers" are trees hanging over the river and barricading the waterway fully or partially. And if you hear this command, you need to lie with your face down as low as possible. And my favourite – "Stop". It means that we should stop paddling and have some rest. But it doesn't mean that we leave our paddles to grab a snack. We keep waiting for the next command.

A UNIQUE EXPERIENCE

We all have our bucket lists: try skydiving, take singing lessons, sail a yacht. Rafting fits in perfectly, because it gives a unique experience and paints your life with bright colours. You can't but feel the energy of the water and unity with nature. After conquering one river, you will always strive to conquer another one. We, watermen, have our own saying: "Never cross the same river twice: there are thousands of them, and each and every one is beautiful."

GIFTS OF NATURE

If you choose the right time to run a river, you can come across fresh blueberry or cranberry. During a rest stop, you can find mushrooms or pick up fresh mint to make tea. On our journeys, we always go fishing. Of course, fishing is common for the residents of Sakhalin Island, but you cannot imagine how delicious is the fresh fish from the mountain streams! The water is crystal clear and wonderfully tasty; no sparkling water compares to it.

SAFETY IN DANGER

Although rafting is considered an extreme sport, statistically, it is one of the safest sports. Just like in our company, safety comes first. Our team leader is in charge: his word is the law to us. He thoroughly checks the gear, vessels, equipment, and food. Our route is carefully designed, different options



of crossing the obstacles are calculated. They say, no risk, no reward. But if we are in real danger, then we "cross the stream where it is shallowest". The river is always different: if the water level is one meter higher, it feels completely different. The team leader and the raftsman run the highest rapids first, then go the less experienced members, and rafting professionals go last. The journey is mandatory registered with MChS; satellite communication and solar panels for recharge should always be available.

Once one of our crew members slipped over a stone and cut his leg. The nearest medical room was dozens of kilometres away. On top of that, a thunderstorm began. We had to climb a mountain to get the signal and call MChS. Horsemen squad was sent for our rescue; we departed to meet them on foot. We had to carry 3 backpacks each: you reach the designated point, put the first backpack down, then go back for the second one, and then for the third one. It was hard, but we did it. We met the squad and got to the hospital. Everything worked out fine.

BROADEN CULTURAL HORIZONS

When we delivered our injured to Ledger, the whole settlement came to meet us. It is the residence of the Tofalars. They gave us a private tour at their museum and introduced us to their unique culture. Their traditions and customs are similar to lifestyle of the indigenous ethnic groups of Sakhalin. Their life is authentic: they get food from hunting and gathering the Taiga forest fruits (mushrooms, berries, etc.). It was very interesting.

TEAM BUILDING

Nowadays, team building techniques are actively used in business. When you are rafting down the river and someone is not paddling, the whole suffers. Everybody knows that there are employees who score points at the expense of their colleagues. And in rafting, such persons are identified right away. A group of paddlers cannot allow any conflict: you have to keep your negative emotions to yourself. And where would they come from in the first place? You are surrounded by beautiful nature and your friends, you feel adrenaline rush. Speaking of personal qualities, first of all, this sport helps you develop communication skills, and also self-control, punctuality, responsibility, and diligence. You start appreciating all your efforts. Rafting is a team sport: someone may be stronger, someone may be smarter, someone may be more fearless; but when being all in the same boat, you become one.

* Rafting is a sport of travelling on white waters that gives a strong adrenaline rush. The word originates from English noun "raft" and can mean both pastime and extreme sport. The most popular rafting spots are mountain rivers, especially during snow melt. Rafting routes are classified in six complexity classes, depending on the stream speed, riverbed, rapids, stones, and other obstacles.

** The Tofalars is a small Turkic-speaking indigenous ethnic group of Russia living in Eastern Siberia.

■ The column is prepared by Elena Gurshal, Marina Semitko



«Сахалин Энерджи Инвестмент Компани Лтд.»
Адрес: ул. Дзержинского, 35, Южно-Сахалинск, 693020, Россия
Телефон + 7 (4242) 66 2000
E-mail: ea@sakhalinenergy.ru
Сайт: www.sakhalinenergy.ru

Представительство в Москве:
Новинский б-р, 31, Москва, Россия, 123242
Телефон + 7 (495) 956 1750

Верстка и печать: ОАО «Сахалинская областная типография»