



VESTI

Sakhalin Energy

Highest A+ category ("Leaders")
in the all-Russian project
"Leaders in Corporate Philanthropy"

MAY 2021



Victory Day!

9 May!



Happy Great Victory Day!

DEAR COLLEAGUES!

On behalf of Sakhalin Energy and in my personal capacity, I would like to extend my sincere congratulations on Victory Day!

The Great Victory is our nation's priceless heritage. This day embodies our country's triumph, the unity of our nation and our military glory.

On this day, we pay homage to the martyrs of the war and remember our heroes, both front-line soldiers and home-front workers. Their feats of bravery and hard work will always guide our moral compass and encourage us to achieve new victories and successes. The peace we enjoy today is because of those heroes.

We are all responsible for preserving the truth about the wartime events and passing it down the generations lest the atrocities of that war be repeated.

This holiday fills our hearts with pride for our motherland and our great nation. May we all sleep at night peacefully, and may every home be filled with joy, happiness and prosperity!

■ Best regards,
Roman Dashkov
Chief Executive Officer



[congratulation](#)

Award from the President

Russian Organising Committee "Victory" under the President of the Russian Federation awarded Chief Executive Officer Roman Dashkov with a commemorative medal "75 years of Victory in the Great Patriotic War 1941–1945".

In a solemn setting, the award was presented by the Governor of Sakhalin Oblast Valery Limarenko during the meeting of the Regional Organising Committee.

Along with the commemorative desk medal, Roman Dashkov was presented with a certificate "For active participation in civic education and addressing the socio-economic issues of veterans", signed by the President Vladimir Putin.

"Roman Dashkov and his team do a great job supporting projects devoted to preserving the memory of the Great Patriotic War and patriotic education. Please accept sincere words of gratitude on behalf of the President and myself", said Governor Limarenko at the award ceremony.

"Our responsibility is to do everything possible to prevent a repetition of the most horrible war of XX century. Key to achieving this goal is preserving common

historical memory, including among the international team of Sakhalin Energy. This is our duty to future generations," emphasised Roman Dashkov in his thank you speech.

Sakhalin Energy consistently supports patriotic projects. In the year of the celebration of the Great Victory Anniversary, the company supported implementation a set of social and military-historical activities with a regional component.



Hands of a Surgeon, Brain of an Engineer

planned shutdown – 2021

Pit stop on the Sakhalin-2 track

This is a brief description of the work of Linde (Germany) employees who visited the LNG plant and together with Sakhalin Energy specialists performed maintenance on the main cryogenic heat exchangers of train 2. The maintenance was completed at the end of March as part of the optimisation of the Sakhalin-2 project gas facilities. Alexander Singurov, Deputy Production Director, Head of the Prigorodnoye Production Complex provided more details.



Maintenance of the two main heat exchangers of train 2 was carried out separately from the major shutdown planned for this summer. In our case, it was important to make a prompt review of situation in terms of production, supply of equipment and materials, commercial aspects, the epidemic situation and many other factors. We mobilised Linde (manufacturer) specialists, synchronized operations at all gas facilities and successfully completed part of the work that was originally planned for this summer.

At the same time, we faced certain restrictions: during restoration work at the OPF (*more details on page 4 in the article "OPF: The Solution "in the Moment"*), it was important to complete the maintenance as quickly as possible and be ready to start up the equipment. Therefore, it was mostly minor works, but still important and mainly related to inspecting and maintaining valves, turbines and vessels.

MAIN CRYOGENIC HEAT EXCHANGER

This is a spiral heat exchanger for large LNG plants and is a part of the main gas cooling cycle using a mixed refrigerant. It includes two sectional spiral-wound tube bundles of natural gas: the warm bundle (the lower part of the heat exchanger) is required for gas condensation and cooling to $-125\text{ }^{\circ}\text{C}$ and the cold bundle (the upper part of the heat exchanger) is required for further gas cooling to $-153\text{ }^{\circ}\text{C}$. Cooling for the warm bundle is provided by a high-density mixed refrigerant density and for the cold bundle – a low-density one.

Maintenance of the main cryogenic heat exchangers was one of the most complicated and major works. Thousands of small intertwined tubes in spiral-wound tube bundles are installed inside these units. Leak tests were required for each four-tube bundle (pressure test with inert gas). Then, damaged tubes were sealed by installing special plugs at both ends. Such work must

be done periodically to prevent the mixing of natural gas and refrigerant and to ensure the optimum component composition.

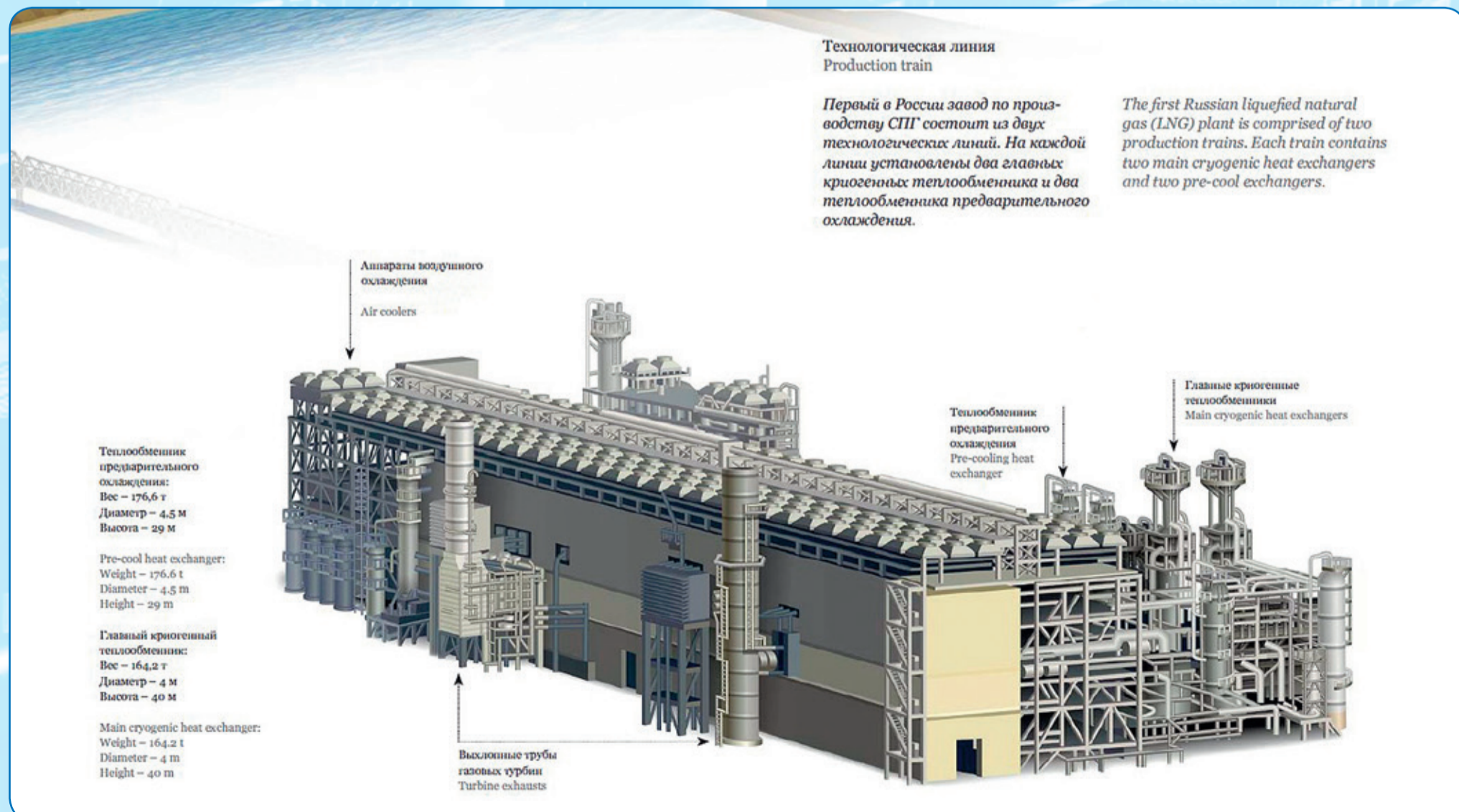
To get access to the heat exchanger tubes and perform the needed work it was necessary to cut special hatches in the pipelines. The small diameter of these hatches only allows for work with one hand and with poor visibility. Therefore, digital technologies were

applied: a video camera was installed on the equipment and specialists used the screen to monitor operations completed with one hand inside. This is a very complicated process and it is important not to miss a single detail and scrupulously carry out maintenance. If necessary, maintenance specialists are able to contact the manufacturer in Germany for additional online support.

Over 600 employees in both day and night shifts took part in all types of work that were successfully completed on train 2 and put in almost 200 thousand man-hours.

Early completion of the maintenance of the main cryogenic heat exchangers therefore the mixing of natural gas and refrigerant ensured production reliability and safety, optimised production process as well as minimised flaring, which is very important for environmental protection.

(Continued on page 3)



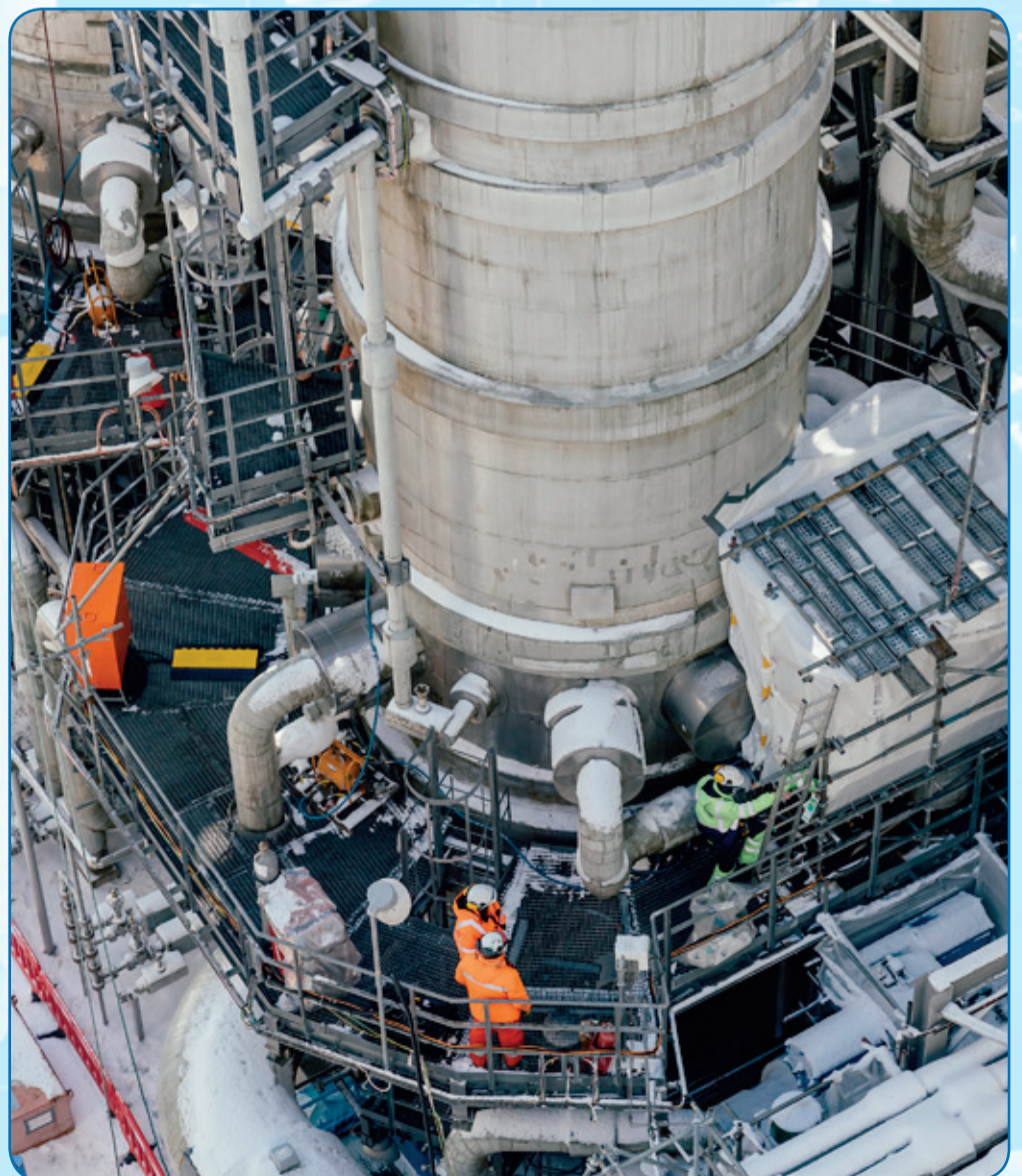
(Beginning on page 2)



LNG plant in Sakhalin is the first asset in the world using the DMR (double mixed refrigerant) liquefaction technology specifically developed for the Sakhalin-2 project by Shell.

This technology is an improved version of the classic technology used by most LNG plants. In locations with a subarctic (like Sakhalin) and arctic climate the standard technology has significant disadvantages associated with pre-cooling refrigerant. In particular, as it is a single-component refrigerant the cold climate cannot be used to its full advantage. In fact, LNG production at temperatures below zero remained unchanged regardless of the fact that the efficiency and productivity of the refrigeration cycle equipment increased.

Depending on the ambient temperature the technology allows the composition of the pre-cooling refrigerant to be adjusted to maximize the operating potential of the equipment. The possibility to continuously change the composition of the refrigerant allows for dynamic optimization of the cycle to achieve maximum efficiency. This solution is very efficient for the Sakhalin climate with a wide range of temperature fluctuations.





OPF: The Solution "in the Moment"

Sakhalin Energy has completed the complex of maintenance and repair works on a drive of the process train 1 gas compressor unit at the onshore processing facility (OPF). The production mode of all of the Sakhalin-2 integrated gas production chain facilities was optimised during the maintenance and repair operations (*more details on page 2 in the article "Hands of a Surgeon, Brain of an Engineer"*). Overall, about a month was planned for all the activities, but they were completed five days earlier and in full compliance with all safety requirements, which has once again confirmed the utmost professionalism of Sakhalin Energy's team.

The reason for the work was the replacement of the electric motor of a pipeline booster compressor. The electric motor, weighing 66 tons with a capacity of 21 megawatt, is the heart of the process train. It sets in motion an axial compressor which, in turn, builds up an operating pressure of more than 90 atmospheres, required for further transportation of gas.

The electric motor didn't have to be delivered from far away — it was already located at the OPF, which considerably simplified the transportation process and expedited the commencement of work. This was not a coincidence — the company strives to maintain continuity of all production processes and achieves this by stockpiling critical equipment.



umentation, including work permits.

During the first stage of repair activities they disassembled fastenings and shafts connecting the compressor elements and dismantled the motor. With the aid of lifting equipment, it was delivered to the storage area.

Then followed the assembly of a new motor, preliminary testing, transportation into the compressor house and installation. The process concluded with the connection of equipment to auxiliary systems.

The third stage — start-up and commissioning — entailed shaft alignment and testing of the motor (first, at idle, then under load). The process train was re-launched after confirming its readiness.

Striving to achieve objectives expeditiously and with high quality is a part of Sakhalin Energy's cultural code that is based on safety. "Through efficient controls we were able to complete all tasks in full compliance with Goal Zero — without injuries and incidents and avoiding outbreaks of seasonal disease and spread of the COVID-19 infection. A structured and transparent approach to assuring quality of the complex works guarantees the reliability and safety of further production activities," said Denis Lutsev, Onshore Assets Manager, who supervised the work carried out at the OPF.

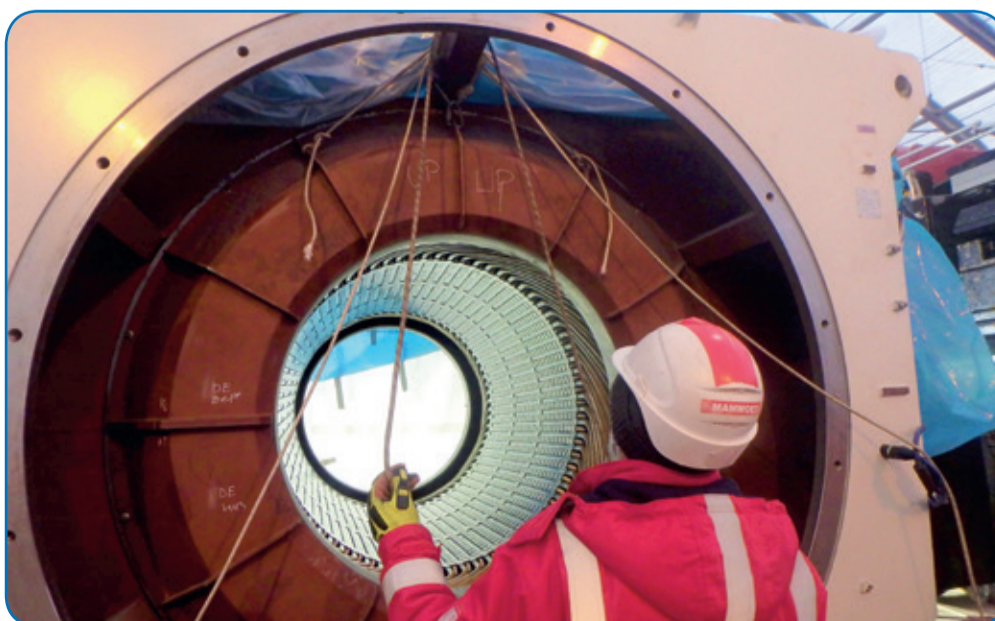
According to Denis Lutsev, many departments and directorates of Sakhalin Energy united and worked effectively in a difficult situation. "This time, the standard cooperation of the asset's personnel, tech-



The principled approach of Sakhalin Energy to ensuring maximum reliability and safety of production also had a positive effect, helping to avoid downtime, even in abnormal situations.

The maintenance and repair of the drive of the gas compressor unit brought together Sakhalin Energy and contractor specialists, as well as specially invited experts — representatives of Nidec (Italy) — the manufacturer of the electric motor.

The work was carried out in three stages. As part of the preparatory activities, specialists disconnected the compressor from the auxiliary systems (power, air cooling and others), prepared machinery, materials and equipment, worked out options in case of an emergency and prepared the necessary doc-



anical and production units, TD Business Support Department, Logistics Department, HR Directorate, Project Department, Commercial Directorate, SCM team and Office of the CEO was complemented by colleagues from the Health Department, IT, Technical Emergency Response team and Equipment Monitoring Department, which demonstrates that the spirit of the time, the company's transformation and digitalisation are embodied in addressing complex technical challenges. I would like to extend my gratitude to all who participated in these events. I truly admire you," added Denis Lutsev.

Along the Path of the Leaders

Winners in the “Production of Oil and Gas” competence within the framework of the VI Regional WorldSkills Russia Championship visited the onshore processing facility (OPF). The trip to the production facility was the company’s present to students of the Polytechnical College of Sakhalin State University: Pavel Kalashnikov (1st place), Nikolay Kalashnikov (2nd place) and Daniil Omelyan (3rd place).



The students became acquainted with the largest northern onshore asset of Sakhalin Energy, where maintenance and repair of a drive of the Train 1 gas compressor unit were underway (more details on page 4 in the article “OPF: The Solution “in the Moment”). Every day at the OPF was full of events, interesting meetings, sincere emotions... For three days the students visited practically all key facilities and collected the information needed to complete a technical task they had received before the visit



They had been requested to study the maintenance and repair process at the OPF and prepare a presentation on the critical equipment shutdown. With the help of company specialists, the visitors studied parameters, learned details of the gas treatment and conditioning process, familiarised themselves with the operation of the Automatic Process Control System



During the introductory session, the winners were welcomed by Denis Lutsev, Onshore Assets Manager: “Our company combines the best western and Russian achievements in the oil and gas sector as well as approaches to HSES issues. All of it comes together in an interesting “cocktail” that is unique to Russia. I hope that regardless of what industry sector and profession you choose in the future, you will not forget your time spent at the OPF, but fully use this chance to gain priceless experience and knowledge”



At the conclusion of the visit, the students said that the trip to the OPF afforded them an opportunity to learn a lot, expand their horizons and become more conscious in planning for their future profession. Third-place winner Daniil Omelyan shared that he had long ago set a goal to be employed by Sakhalin Energy, and now he is steadily moving in that direction. “I purposefully chose to participate in the championship and selected an appropriate competence to get noticed. It was a very useful experience. At the college they teach us about the how equipment works, but that is an abstract drawing which, after the visit to the facility, has become a clear picture,” added Daniil



The results of the technical task completed as the result of the visit have been provided to the Sakhalin Governor Valery Limarenko and Chief Executive Director of Sakhalin Energy Roman Dashkov, who commented favourably on the quality of the prepared reports. They awarded the young Sakhaliners with certificates guaranteeing employment in the company provided that their future diplomas contained only “excellent” and “good” marks. Mr. Dashkov emphasised that after gaining employment Sakhalin Energy would be ready to help them to pursue higher education. It probably became the best award and also — a great incentive for the future participants of the “Production of Oil and Gas” competence

Afterword

The first classroom session for the young guests at the asset was conducted by Andrey Kalashnikov, Category 1 Engineer of the Turnaround subdivision and, as it turned out, the father of one of the winners in the “Production of Oil and Gas” competence. We spoke to father and son:



— **Andrey, are you glad to see you son at work?**

— Of course, I am. I always stay in touch with my family, but when you meet a family member here, it is something different. When you do shift work, you quickly learn to value such things.

— **How long have you been working at the OPF?**

— For more than ten years.

— **You have gained a wealth of experience... Looks like you’ve managed to share some with your son.**

— Frankly speaking, Pavel didn’t have any interest for my work for a long time. Many questions he asked here I’ve heard for the first time. It makes it all the more amazing and pleasant to watch my son’s eyes sparkle.

— **Pavel, was the decision to participate in the “Production of Oil and Gas” competence entirely yours?**

— Yes, it was my decision. I prepared on my own and nobody held my hand. However, I received the invitation to participate in the championship as the result of a string of random events, so a dose of good fortune was there as well.

— **Did you have an understanding about the facility you were going to?**

— I certainly did. I knew about the OPF before — this is the place where my father works. However, I couldn’t even imagine that it would be ever possible to visit this production facility. I’m really glad to be here and see with my own eyes how it all works. Now I better understand the technological processes; I have become acquainted with unique equipment and people who are even more unique. I believe that I was really lucky.

I would like to thank Sakhalin Energy for the opportunity to visit the production asset during the maintenance and repair campaign. We have gained unbelievable experience and a great deal of new knowledge.



The New Director

Todd Perkins joined Sakhalin Energy as the Finance Director on 1 April 2021.

Todd joined the Shell Group in 1993. During Todd's career with Shell, he has worked in several Finance roles across a number of countries (Australia, the United Kingdom, the Netherlands, UAE, Papua New Guinea, Oman and Iraq) in both the Upstream and Downstream sectors, and has held senior management positions in a number of companies.

In his previous role as Finance Director of Basrah Gas Company (BGC), Todd was responsible for the end-to-end provision of all finance services to the business while major projects were being executed. These services covered such areas as Audit, Planning, Treasury, as well as Information Technology and Management. Todd has overseen

the reshaping of the BGC balance sheet positioning BGC ready for the next growth phase.

Sakhalin Energy is Todd's first assignment in Russia. Of his new role Todd said: "I am thrilled to join Sakhalin Energy as the Finance Director and have been extremely impressed by what I have seen so far. Sakhalin Energy has in so many ways set the "gold standard" in the LNG sector and I am looking forward to joining the team and continuing to deliver at this high level."

"On behalf of the Committee of Executive Directors and the entire Sakhalin Energy team, I would like to welcome Todd on board and wish him success in his new position. I am certain that Todd's experience will help our company to grow and prosper," said Chief Executive Officer Roman Dashkov.

■ Marina Semitko

spotlight interview

Let the Weather be Good for Flights!

It took less than a year after delivery for the AW189 helicopters to become a link in the Sakhalin-2 project's transportation chain and regular passenger flights to Sakhalin Energy's assets have been conducted since the beginning of this year. We asked Vadim Panin, Logistics Manager, to tell us about how the "newcomers" feel in the Sakhalin sky.

– Vadim, why did the company need to replace its helicopter fleet?

– It was to be expected. Previously we used Mi-8 helicopters to deliver people to our assets. They are very good and reliable machines. They have all rightly become legends of the Soviet and Russian helicopter industry. However, they were created back in the 1960s and, despite some modifications, their design has changed little over the years, while safety standards have become more stringent, especially for offshore development projects.

For example, the Mi-8 fuel tank is mounted above the passenger cabin and, unlike modern helicopters, is not shockproof, thus raising the risk of a fuel spill and subsequent fire. So the main reason for the replacement of helicopter fleet was to increase the safety of passenger flights to offshore Sakhalin Energy's assets. All equipment and machinery should meet modern requirements.

– What difficulties did you face in choosing the right helicopter?

– Of course, we considered many options, and studied specifications and other features of each option literally under a magnifying glass. After all, we did not just need a helicopter, but an aircraft capable of performing offshore passenger flights. Landing on a limited area at sea is an extraordinary task that not only requires a skilled pilot, but also certain design parameters of a helicopter.

– Is that why you have chosen the Italian Leonardo S.p.A.?

– The choice was contingent on many factors. Russian oil and gas companies tend to operate onshore, whereas we operate a number of offshore assets. This imposes stricter requirements, both on the helicopter's specifications and on the transportation of personnel.

Due to the lack of market demand, Russian manufacturers, unfortunately, do not produce helicopters that would completely meet our standards. Therefore, we were forced to explore the international market. As a result, we opted for the AgustaWestland AW189 super medium helicopter, which offers high performance and unsurpassed safety.



– We have already talked about the benefits of the new model. How would you summarise them?

– The helicopter can reach high speeds thus reducing flight time and fuel consumption. The AW189 is equipped with the latest ice protection system (FIPS), with low noise and vibration levels in the cabin. It is equipped with a ventilation and air conditioning system, and an improved audio system. It meets all safety standards and is equipped with advanced electronic navigation, flight control and diagnostic systems.

One of these systems is the Health and Usage Monitoring System (HUMS) designed to detect faults at an early stage and give advanced



warning. The ability to track failure conditions at early stage, detect what may go wrong, and take appropriate measures to prevent them, is another huge advantage of this model.

– Are 3 helicopters enough to support operations?

– Surely! Based on many years of operational experience, I can say that two helicopters are enough to satisfy offshore passenger transportation needs. The third one is used to support search and rescue missions.

– The question that has become expected in recent times: Has the pandemic changed the company's plans for updating helicopter fleet?

– Of course, the plans have been adjusted somewhat. For example, new helicopters with

state-of-the-art rescue equipment require special operational training for pilots, that is, a lengthy training programme which includes an emergency rescue course. But the restrictions that affected the Leonardo Helicopters Training Academy in Italy have changed the training schedule. However, the pilots will complete their training under a special programme this year.

– The changes in the company's helicopter fleet have also brought about a new helicopter operator.

– Quite right. It is our first experience of working with Gazprom Avia. This is a large company – one of the leading air enterprises in Russia, and it provides a significant amount of air transportation services for Gazprom. I would also like to acknowledge the company Aviashef, with which we have cooperated for more than 20 years, and I would like to express my appreciation to them for safe operations. We are determined to have the same cooperation with Gazprom Avia.

– We would like to wish all those who are involved in the helicopter replacement project clear skies, good weather and soft landing!

■ Prepared by Marina Moruga, Alla Priimich

Do the Right Thing

Sakhalin Energy is recognised as a company with a high reputation and a zero tolerance to corruption. The company's antibribery and corruption framework has been rated A1 class by the Russian Union of Industrialists and Entrepreneurs (RUIE). This is a good reason to talk about how compliance procedures work in our company. Our interviewee is David Cox, Ethics and Compliance Manager.



– David, can we say that our road in this direction is now completed and we have enough to maintain the status quo?

– It is certainly very encouraging that the RUIE rated Sakhalin Energy's antibribery and corruption framework as A1 class. The RUIE assessed 50 companies in Russia and Sakhalin Energy was one of only 10 companies to receive the highest rating. It means that Sakhalin Energy has a solid anti-bribery and corruption framework, that we have policies and procedures in place and there is an understanding of the need to comply with them. It's indeed something that we can be proud of and be happy to be recognised in this way. However, we must not be complacent with the status quo and content with what we already have. It is essential we remain vigilant to the risks of bribery and corruption, and always look to further develop our understanding and awareness of the risks we face and refine and enhance the

procedures and processes we use to manage those risks. There is always something that can be modernised, revised and improved. Besides, compliance is not only about combating corruption, it involves many other things that require our attention.

– Then going back to the beginning, how would you formulate what compliance is and what it involves?

– Compliance, in its simplest form, is following the rules, doing what is required according to the law and other relevant rules and procedures. Our internal policies and procedures are designed to create the conditions for the company and each of us to operate in accordance with internal and external standards and local and international legal requirements. Compliance is essential, it is not optional, it is the minimum required of each of us.

But today, society is increasingly challenging companies not only to be economically successful but to be socially responsible. It is vitally important that we conduct our business activity ethically and ethics starts from our values – the concepts and principles that guide us in deciding what behaviour helps or harms, what is considered right and wrong.

This is not new for Sakhalin Energy, the company's core values and general business principles have been set out for many years and are the foundations of our Code of Conduct. Perhaps what is new is the greater focus from society on ethical business.

– And what motivates a company or an employee to act ethically?

– I'd like to talk about ethics and compliance, because I see the two as going together, hand in hand.

The motivation for compliance is, at least partly, the risk of enforcement action if you break the rules. There are criminal and administrative fines for both companies and individuals, and other severe consequences like imprisonment for more serious offences. As an employee the most serious sanction for non-compliant behaviour is of course termination of employment. In our staff sessions we

need to emphasise the legal requirements and consequences, especially when we talk about bribery and corruption.

Ethical motivation is more a question of what kind of values and principles you want to live by. As I mentioned earlier, Sakhalin Energy has clearly stated values and principles, including honesty and integrity, respect and care for people, professional and personal accountability for performance. We act ethically when we convert those values and principles into the actions and decisions each of us takes doing our jobs at Sakhalin Energy. It is stimulated not only by legal responsibility, but by an inner need to act according to conscience. The question becomes not simply "Is it legal?" but "Is it legal, is it right?"

A strong ethics and compliance culture also promote a safe and secure work environment, it's good for morale and productivity because employees can be confident they will be treated fairly and with respect, and in the long term it is good for business.

– It seems like the regulatory part often dominates over the ethical one...

– It is true that in much of our training and communication we do emphasise compliance with the relevant legal requirements and also the severe consequences for not complying with those requirements. We operate in a haz-

Today, doing business honestly stimulates not only responsibility, but also the internal need to act according to conscience. That is, today we ask the question: "Is it legal?", while taking into account how ethical it is.

ardous industry, and if, for example, a corruptly procured component failed because it was not fit for purpose the cost of that could be very high and even devastating, with serious consequences for health, environment, and reputation. So, it is not an element of intimidation, but rather an element of warning.

As for the ethical component, and making the right decision, it is addressed in our training and communications, but I would like to elevate the ethical component. For instance presenting dilemmas and scenarios to consider, identify "red flags" and think through the possible solutions always helps you to prepare for the possibility of facing the situation for real. We could also do more to promote posi-

tive examples of ethical business behaviour. It is something that I am planning to implement in the nearest future.

– How are you going to achieve that?

– Through all the available communication channels: articles in Vesti newspaper, daily news bulletin, messages on our internal web page, at meetings with employees in various departments of the company, perhaps in the form of training, discussions or seminars.

– Do you have any other plans you would like to share with us?

– I would like to put more focus on how we engage with counterparties whether it's contractors, vendors, government authorities. Sharing with them our expectations, standards and vision, but also inviting them to share with us their best practices in ethics and compliance. I'm sure there are things that we can learn from them, too. The other area is digitalization – our focus will be centered on using technologies and data more effectively, for example, making the Code of Conduct accessible digitally for employees, providing more online training so it is more convenient for employees to complete, discovering or creating new tools to improve the efficiency of our processes like trade control checks, or integrating different data sources to enable better identification of potential conflicts of interest.

One final comment, returning to the RUIE A1 rating, I see the ethics and compliance journey here as one of evolution, building on the existing foundations.

– We have a saying "no man is an island". Who is going to help you to achieve such ambitious plans?

– Indeed, the plans are extremely ambitious, and the Ethics and Compliance team works really hard to realise them. But I will also be launching a team of focal points in the company's departments, "Ethics and Compliance Ambassadors", colleagues who are enthusiastic and committed to promote the ethics and compliance culture in their area as they carry on their other work activities. This network is not established yet, but I will be happy to meet employees who would like to put themselves forward to be Ambassadors.

■ Interview by Alla Priimich

New Reality – New Rules

Since 1 May 2021, Sakhalin Energy is adopting the amended version of the Internal Working Rules (hereinafter – the Rules). Lyudmila Demina, Head of the Personnel Administration and SAP HCM Division, HR, communicated that more than 20 amendments of various nature had been introduced to one of the key documents of the company.

"Most of them are somehow linked to the new reality in which we all found ourselves last year. Long shifts, the need to isolate staff in TAFs before arrival to a production facility, the transition of many employees to remote work – these and other factors have become part of our lives, and now they are all reflected in the Internal Working Rules", – said Lyudmila Demina.

Updates to the corporate document are related to the fact that a new federal law entered in force in 2021, thus amending the chapter of the RF Labour Code "Particu-

larities of Regulating the Labour of Persons Working the Rotational System". It sets out detailed rules governing this type of employment. There are articles explaining the organisation and protection of staff working remotely; a separate description is given of the procedure for temporary transfer to remote work at the instruction of the employer in case of emergency (for example, during a pandemic). These are the legislative changes that led to the need to include a remote work section in the updated version of the Internal Working Rules.

In particular, the updated document establishes the obligation of the employee to comply with the requirements and recommendations of the General Coordinating Committee, related to ensuring company's business continuity during epidemics, pandemics, high alert regime or emergency situations. This is a really important point, because even the slightest breach of the rules can lead to serious consequences for the company and the individual who made an error.

The Rules as well specify information on possible shift duration: in exceptional cases, it

may be extended to three months as established by the existing RF legislation. As for the labour routine with flexible weekends, it would be set under a personal work schedule. The Rules reflect many other nuances regulating activities of the company and its personnel.

Therefore, the document, the main purpose of which is to protect the right of employees and the company, has been updated and extended. It is recommended that the Rules should be the first recourse in employment-related matters.

The new version of the Rules is posted on the company's intranet website (webpage of the Human Resources Directorate – HR Policies and Procedures – Labour Organisation, Performance Management). In addition, specialists of Labour Policies and Issues Resolution Section and HR business partners in company's organisational units are always ready to answer any further questions.

■ Pavel Ryabchikov

The “Lungs” of the Planet for Green LNG

Nowadays many major oil and gas companies prioritise the goal to reduce harmful emissions into the atmosphere. One of the means to achieve this is to produce green liquefied natural gas, which can be done in various ways. To address the issue, Sakhalin Energy has developed long-term plans based on the Green LNG strategy that comprises four key areas. Andrey Sharipov, HSE and Quality Assurance Subdivision Head, told us about the solutions in the first strategic area.

adjustment, e.g., tracking how many seedlings have taken root, taking additional improvement measures. Only then we can be assured that the planted forest is mature enough to develop naturally.

The blue carbon area takes the longest to develop. It has great absorption potential but requires a complete growth cycle. After all, aquaculture is nothing other than algae, plankton, various underwater plants that

At this stage, we are performing reforestation activities strictly in accordance with the law. And it's worth noting, there used to be swampy areas in the territory of the LNG plant. Gradual drainage has made it possible to preserve the spruce forest, which is now actively growing near the Prigorodnoye production complex.

The flora and fauna of Sakhalin is quite endemic; for this reason, it is essential to select suitable plant species. We expect this programme to be implemented jointly with forestry entities, government bodies, and state authorities.

– Will afforestation allow us to obtain more carbon credits?

– As I mentioned earlier, afforestation is one of the compensation methods. According to international practices, gradual generation of carbon credits starts from the third or fourth year, when seedlings have already matured and are gaining biomass, so nothing threatens their growth. The longer trees live (this is calculated using certain methods), the more carbon credits will be credited to the company.

In Russia, a good example is the RUSAL company, which has actively engaged in reforestation and conservation and, together with the introduction of new technologies, has been able to significantly reduce greenhouse gas emissions from aluminium production. This has enabled the company to announce the production of “green” aluminium, which is more than 99% environmentally friendly, and the carbon footprint from direct and indirect



– Andrey, you supervise the work in the first area of the strategy, which studies natural potential. What can you say about natural potential in the modern world?

– Natural potential is just one of three ways to reduce the carbon footprint in the production process. For example, we could completely eliminate emissions and switch to alternative energy sources; or introduce technologies for collecting emissions and disposing them underground (this is what the fourth area of our strategy explores). The

conservation: preserving ecosystems that have already absorbed a sufficiently large amount of carbon (ecosystems of swamps, forests, fields). The fourth area (quite new, but very promising) is the development of aquaculture producing what is called blue carbon.

– Speaking of compensation mechanisms, you mentioned the words ‘quite quickly’. Could you please specify how quickly?

– Let us consider the example of forest conservation, that is forest lands. For



absorb carbon dioxide. It is the seas and oceans that are the lungs of the planet, but very few people realise that. Aquaculture can only be developed through a full cycle: it requires not just planting or cultivating individual species but providing a complete aquatic environment for their growth. In other words, it is a rather lengthy process that needs a large area.

– To achieve that, government and businesses should establish close partnership. What efforts are we making in this area as a company?

– These issues are becoming more and more relevant in the context of the global climate state. There are many initiatives, projects, studies, but no legal framework or regulation mechanisms.

greenhouse gas emissions from aluminium production has already been compensated.

– How does your natural potential task group interact with other teams under the general strategy?

– The company’s strategy is not just a set of separate workflows in different areas, but a comprehensive “energy cocktail” that allows according to the principle “minimum effort, maximum result” collect suggestions and develop solutions which will jointly help to minimise the negative impact of greenhouse gas emissions on the environment. The use of natural potential and complete elimination of emissions thanks to switching to alternative energy sources are definitely feasible and can directly impact the fuel and energy industry.

■ Interview by Marina Moruga

Sakhalin Energy has developed a Green LNG strategy. Its main goal is to apply effective methods and approaches to reduce greenhouse gas emissions. The strategy defines four areas that serve as a basis for the company’s long-term plans.

The first area is associated with solutions based on natural potential, the second – with the improvement of production technologies used in the Sakhalin-2 project, the introduction of new promising modifications and predictive analytics. The third area is related to the commercial strategy for the supply of carbon neutral LNG; and the fourth one is based on long-term solutions and includes the use of new promising technologies to reduce greenhouse gas emissions around the globe.

second way is to use what is referred to as a compensation mechanism, which makes it possible to neutralise negative impact. And the third way is to optimise the production process.

Solutions based on natural potential are classified as compensation mechanisms. Because of their various forms and applications, they can quite quickly compensate for greenhouse gas emissions into the atmosphere. These solutions can be divided into four main areas. The first one is afforestation: planting trees in territories where there was no previous tree cover, but which are suitable for forests. The next solutions are reforestation: restoring forests destroyed by cuttings and fires; and

instance, Siberian forests located far from towns and villages do not fall under the category of state governed territories. In case of fire there, it is almost impossible to stop it. But we can take preventive actions – introduce a control service that will monitor the territory for fires and send a mobile fire-fighting team before it is too late. This way, we can neutralise the negative impact almost immediately. There is an already established ecosystem that makes up for emissions, and our task is just to prevent its destruction.

As for afforestation and reforestation, the effect is not immediate. It takes some time for seedlings to accumulate biomass. Such systems need care, constant monitoring,

Green Future

In 2021, in compliance with global energy transformation scenarios (for more details, see the April issue of Vesti), Shell presented an updated development strategy. In that strategy, Shell sets out to become a supplier of environmentally friendly energy products in the shortest time possible

Shell's updated strategy is aligned with the goal of the UN Paris Agreement on climate change to limit global warming to 1.5 °C over the current century. It also implies that the company will strive to achieve zero carbon emissions at its facilities by 2050, in sync with global efforts in this area. In addition to emissions at production facilities, this also applies to emissions from the use of energy products sold by Shell to consumers, as well as emissions from hydrocarbons produced by third parties and subsequently sold by Shell Group.

To fulfil this task, Shell:

- will continue to realise its short-term goals to reduce carbon emissions as part of the company's 2050 target and pay remuneration to about 16.5 thousand employees (as part of personnel incentive programmes) as follows: 6–8% by 2023, 20% by 2030, 45% by 2035, and 100% by 2050 using 2016 as a baseline;
- expects that its total carbon emissions peaked in 2018 at 1.7 gigatonnes per year;
- confirms that total oil production reached its peak in 2019;
- will implement new projects to achieve a carbon capture and storage (CCS) capacity of 25 million tonnes per year by 2035. Currently, Shell is participating in three CCS projects: Quest in Canada (in operation), Northern Lights in Norway (all required permits obtained), and Porthos in the Netherlands (at the planning stage) with a total capacity of about 4.5 million tonnes per year;
- will ensure the use of nature-based solutions in line with the philosophy of "avoid, reduce, and only then mitigate" to offset about 120 million tonnes of emissions per year by 2030;
- will continue to cooperate with scientific organisations and the international community to develop and implement industry standards;
- will submit an Energy Transformation Plan for an advisory vote to shareholders starting in 2021 (becoming the first company in the industry to do so). The document will be updated every three years.

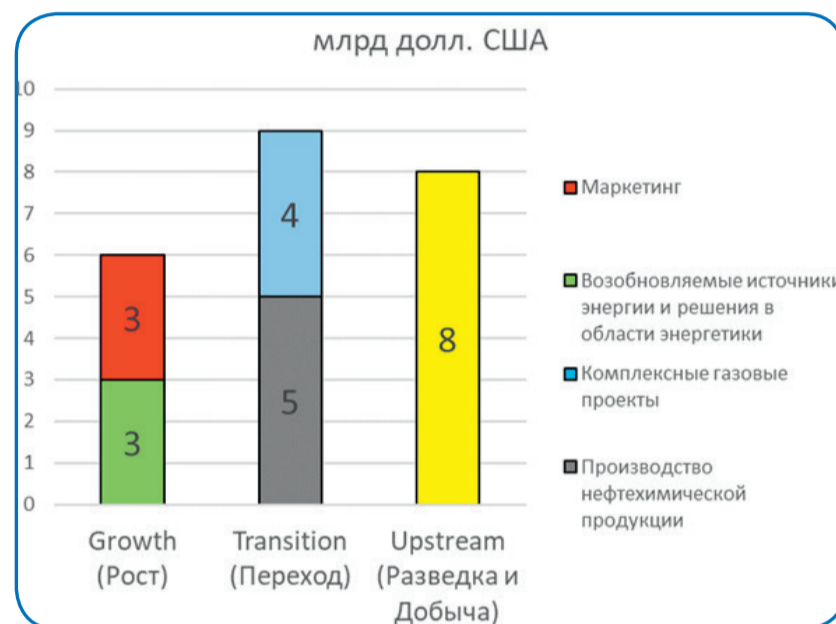
Following the strategy, by 2050 all of the Group's cash flows are expected to come from services provided to customers while applying zero-carbon solutions. Low- and zero-carbon energy, including renewable sources, biofuel, and hydrogen, will predominate in the energy mix. That mix will be developed in collaboration with economic and industrial sectors using the following energy sources: biofuel for aviation, hydrogen for heavy vehicles, renewable energy for homes and enterprises. Shell does not rule out the possibility that some of the products will still contain carbon. However, most of the energy products will be produced from renewable sources, and all carbon from fossil fuels will be captured, stored, and neutralised in nature or supplied to production facilities.

CAPITAL MANAGEMENT

To fulfil the established tasks, Shell has renewed its structure based on three key business pillars: Growth, Transition, and Upstream. The Growth pillar comprises units engaged in marketing, developing renewable energy sources and other energy solutions which are directly focused on the transition to zero emissions (including in cooperation with customers). The Transition pillar comprises integrated gas development projects and petrochemical plants designed to ensure the flexibility of Shell's operations during the transition period by creating a steady cash flow. Through the Upstream pillar, Shell intends to create value for its shareholders by supplying the necessary energy sources to the community, and to finance the transformation of its asset portfolio.

With the current level of net debt exceeding US\$65 billion, the company plans to invest US\$19–22 billion per year, which will be allocated among the three above-mentioned areas. The annual increase in dividends per share, subject to the approval of the Board of Directors, will continue. This should ensure good and stable returns for shareholders and an increase in the share price. In this regard, Shell has announced its intention to increase its dividends per share by 4% in the first quarter.

In the near term, Shell's operational expenditures will not exceed US\$35 billion per year. The implementation of a



Allocation of funds among the Growth, Transition and Upstream pillars within the Shell asset portfolio

programme to sell assets totalling about US\$ 4 billion per year will enable Shell to reduce its net debt to US\$65 billion, which will allow it to increase capital expenditures, and the total payments to shareholders should amount to 20–30% of the cash flow from the Group's operational activities. To accelerate the implementation of the Green strategy, the Growth pillar will be prioritised and will account for about half of the additional capital expenditures. Thus, the balance of investments will shift from the Upstream pillar to enterprises operating under the Growth pillar.

CARBON MANAGEMENT

At the initial stage, Shell intends to get all its facilities into the upper quartile in terms of emission intensity, and by 2030 — to stop gas flaring, and to maintain methane emissions below 0.2%. Oil production is expected to gradually decline by 1–2 % per year until 2030, which will include the sale of assets, while the share of total gas production in the Group's portfolio is projected to gradually increase to about 55% or more. In addition, Shell does not plan to develop any new fields in remote regions after 2025. To achieve net zero emissions by 2050, Shell must implement all possible measures to reduce carbon dioxide emissions, including reducing and eliminating emissions by Shell customers, as the global community is expected to move towards zero emissions. By 2050, the company intends to stop providing services to customers which do not take measures to reduce their emissions.

GROWTH Marketing

Shell plans to strengthen its leading positions in the lubricants market and increase the number of its daily retail fuel consumers from 30 million at 46 thousand retail facilities to 40 million at 55 thousand facilities. The number of electric vehicle charging stations is expected to increase from 60 thousand to more than half a million by 2025. Shell also intends to expand the sales of hydrogen, LNG, and renewable natural gas at its retail facilities, as well as to increase the production and sales of branded biofuels.

The renewable energy and energy solutions

The segment includes activities in the areas of integrated energy, hydrogen*, environmental solutions, carbon dioxide capture and storage. Shell plans to increase sales of electricity to 560 terawatts per year, which is twice as much as it sells today. In addition, there are plans to build a 200-megawatt electrolyser in Rotterdam, which will be powered by an offshore wind farm and thus produce green hydrogen. In total, Shell has announced several projects to be implemented over the next decade aimed at the production of green hydrogen* with a total capacity of more than 4 gigawatts. By 2030, Shell aims to compensate about 120 million tonnes of emissions using nature-based solutions. To achieve this goal, the company will annually invest about US\$100 million in these solutions. Thus, about US\$83 thousand will be invested every year to compensate 1 million tonnes of emissions.

TRANSITION

Integrated Gas (complex gas projects)

It is predicted that global LNG demand will grow by 4% annually through 2040. Shell plans to strengthen its leading position in the production and sale of LNG, make selective investments under the investment plan to expand its own portfolio of LNG plants, increase the volume of natural gas supplies, and achieve full capacity utilisation. The company aims to meet at least 20% of global LNG demand. To this end, given the LNG demand and the volume of its 2020 sales (386 and 70 million tonnes respectively), Shell needs to deliver an additional 6 million tonnes of LNG to the market, as well as to increase supply in line with the growth in global demand. Shell will continue to support its customers in their efforts towards zero carbon emissions by

supplying carbon-neutral LNG shipments.

CHEMICALS AND PRODUCTS (Petrochemical production)

As for the petrochemicals segment, the company has announced its intention to transform 14 refineries into 6 high-value energy and chemical parks. This transition will be completed by 2030 at the latest. Some of these transformations are already underway, including the sale of assets and divesting non-core oil refining positions. The transition to energy and chemical parks means reducing the production of traditional fuels by 55% by 2030. At the same time, the Group will produce more chemicals and low-carbon fuels. In particular, Shell plans to produce chemical products from recycled waste. The volume of waste processed in this manner is expected to reach 1 million tonnes per year by 2025.

UPSTREAM

The world will need oil and gas for decades to come even if the global economy decarbonises. Shell will continue to develop its exploration activities focusing on quality over volume, reducing and reallocating costs in this area. The recent transformation of the oil shale business with a 30% cut in costs and about 40% reduction in the workforce is a vivid example of the above. The company aims at developing its exploration activities while reducing associated annual costs by about 32%: from US\$2.2 billion in 2015 to US\$1.5 billion in 2021 — 2025. After 2025, Shell does not plan to expand its geological exploration.

So Shell has presented a detailed plan under which a disciplined cash allocation framework and rigorous approach to driving down carbon emissions will deliver value for shareholders, customers and wider society.

■ Prepared by Alexander Kiselev based on the materials of www.shell.com

*Pure hydrogen produced by the electrolysis of water using energy from renewable energy sources.

Walking Through Time

Over the past year, every issue of Vesti included our employees' stories about their family members and friends whose lives were closely intertwined with the Great Patriotic War. On the eve of the Victory Day celebrations, we asked those involved in writing the chronicles of the war to tell us what this day means to them.

— **What are your plans for celebrating 9 May? Do you have any family traditions related to this day?**

Oleg Tkachenko: "My grandfather on my mother's side died in Western Ukraine. My mother was born when the war had already begun, and never saw him. My paternal grandfather survived but lost his entire family: his mother, stepfather (his father never came back from the First World War), his first wife, both sisters, their children and husbands, and his younger brother. That's why, from my childhood, it has always been "a holiday with tears in our eyes". It can hardly be called a tradition, but on 9 May my family and I re-watch films about the war, and last year we watched the most significant Victory Parade of 1945."

Olga Moreva: "This is the most honoured holiday in our family. We commemorate our relatives who went through the entire war and those who never came back from it. This day is especially important to my dad because his father died on the front. I can see tears in his eyes even though he is trying to hide them from us. He really lacked the male support that boys usually get from their fathers! Indeed, like everyone else, we set the table, watch the parade, but the most precious moment for us is the minute of silence when we think mournfully about our loved ones who died on the front lines."

Andrey Makarov: "I do hope I will be able to celebrate that day with my family. I moved to Sakhalin in March, now I'm waiting for my wife and my small son to follow me. Our plan is to

take a walk around Yuzhno-Sakhalinsk and get to know the city. Back in the day, 9 May was one of the main holidays for my family, along with New Year. My grandfather fought in the war; he was badly wounded several times (I wrote an article for Vesti about his life). Andrey Mikhailovich was the link that connected my family with the terrible war years. 9 May was a day of songs about the war and sad memories shared around the table. When my grandfather passed away in 1996, we began to gather less often on this holiday as there were too many sad memories.

Now, rather than a celebration of the triumph of good over evil, over fascism, it is a day that reminds our family the catastrophe that the world was on the verge of. We still always watch the Victory Parade, but more so out of respect for the military who fulfil their duty to the country. We don't approve of sabre-rattling. Behind every bullet fired, or every shell burst there is a crippled or stolen life of a child and their parents.

There are not many war-related tragedies in my family history. But there is Andrey Mikhailovich who lost his health to the war. There is his brother, Alexei Mikhailovich, who went missing in action near Kolontayev (I also wrote about this in my paragraph for Vesti and now I am writing a story). War is a great tragedy for us, it should never be forgotten.

Getting back to the traditions: I have started a new one in recent years. I search the web for any information about my relatives who were in the war. As documents are declassified, there is more data to study every year. 9 May for me is an occasion to try to find out something new about my family. I also watch old and new films about the war and try to feel and understand it. The main tradition of our family is "switching on" the memory of the war. At least one day a year, but so that we never forget."

Elena Glavanova: "We used to congratulate our grandparents, but now they are unfortunately no longer with us. I'm planning to go to the city square with my children to celebrate 9 May together with the entire community in Korsakov."

Ruslan Ivanys: "A few years ago we used to celebrate this day in Dolinsk. The whole family gathered around the festive table: children, grandchildren, great-grandchildren. We congratulated our hero, Ivan Yevlanov — father of six children, grandfather of twelve grandchildren, great-grandfather of seventeen great-grandchildren. Ivan passed through the war from the first battles to the victory salute. He always stayed in the ranks, despite wounds and contusions. "Get patched up in hospital and back to the regiment", he said with a laugh. Ivan Sergeevich loved the film "The Dawns Here Are Quiet," and we watched it over and over again with great pleasure. It's been five years since our grandfather passed away... But we try to keep the traditions alive."

— **How do you feel about the nationwide campaigns dedicated to Victory Day?**

O. T.: "My family and I always join the St. George's Ribbon campaign. In the last pre-pandemic year, my son Igor, then a third-year schoolboy, took part in the Immortal Regiment march, carrying portraits of my grandfather and my grandmother's brother who died in the war. Last year, for obvious reasons, he took part in an online version of this campaign.

I believe that people are alive as long as the memory of them is alive, so I tried to collect all available information about twenty of my relatives who participated in that great battle and entered all the data on the Immortal Regiment website, with a description of their military history, photographs, and scanned documents."

O. M.: "All of us are proud to wear the Ribbon of St. George. My daughters are always happy to take part in school concerts and performances dedicated to the war. School publications have repeatedly included their articles about their great-grandfathers, who fought in the battles on the fields of the Great Patriotic War."

A. M.: "In general, we don't participate in this tradition as such, though I support these campaigns. When I worked in the Company Representative Office in Moscow, we had a "wall" version of the Immortal Regiment campaign. I was glad to take part in it."

E. G.: "Both my children and my father took part in the Immortal Regiment march."

R.I.: "On Victory Day we try to get up early, buy flowers for the veterans and go to the town square to see the parade. My son Gleb is five and a half now, and he has been attending celebrations in honour of Victory Day with us since he was a little boy. He has been coming to Victory Day festivities with us since he was a little boy. I hope that in a couple of years he'll proudly carry his great-grandfather's portrait in the "Immortal Regiment"."

— **What do your children know about the Great Patriotic War and the Victory?**

O. T.: "I enjoy searching archives and often dig up some new documents in addition to those that can be found in the public domain. There is a lot of interesting information in autobiographies, questionnaires, combat characteristics and other similar sources, and I share it freely with my children. Therefore, they know many historical facts. No doubt, so far, their knowledge is haphazard, but I'm working on it. Needless to say, my children have read my, or rather our, story in Vesti."

O. M.: "I consider it my duty that not only my children, but also their children know and treasure the memory of my grandfather, Vladimir Nikolaevich Zakharov. I told Vesti about him. I collected information about his life bit by bit, asking our family and friends. I managed to get documents, award sheets and a death notice from the archives. My whole family visited his death site."



In the February 2020 issue of Vesti, Oleg Tkachenko spoke about the life of Alexander Andreevich Tkachenko, the elder brother of his grandmother. He was appointed commander of a topographic platoon of the 542nd Conventional Artillery Regiment in July 1941. In August, Alexander Tkachenko, a leader of a group of fighters, "made his way to the enemy lines", from where he adjusted the division's fire. He became an aide-de-camp of the regiment commander in May 1942, and in the spring of 1943, Lavr Mazanov, Lieutenant General of Artillery, appointed him as his aide-de-camp. In late spring - early summer of the same year, Mazanov was appointed interim corps commander of the artillery group of the 16th Guards Corps which contributed to the defeat of the fascist grouping near the city of Zhizdra. Alexander Tkachenko was badly wounded in that battle and died of these wounds in the hospital.



Nastya Moreva with her grandfather Vladimir Nikolaevich at the celebration of veterans on the day of the 70th anniversary of the Great Victory



Olga Moreva shared her memories of her grandfather, a war hero Nikolai Pavlovich Zakharov (Vesti, March 2020). Nikolai, together with his father Pavel Petrovich, went off to war in July 1941. They served in the same battalion for three years. Until 1944, Nikolai Zakharov participated in many mine clearing operations. He was wounded in the fight to retake Vitebsk. Nikolai returned to the front line after treatment. He came under mortar fire during the preparation of the "Bagration" Soviet Belorussian Strategic Offensive Operation. He died in the arms of his father who managed to carry him off of the battlefield.



Andrey Mikhailovich Lukyanov



Nikolay Ivanovich Makarov



Konstantin Vasilievich Orlov



Ivan Vasilievich Makarov

The work presented to Vesti by Andrey Makarov deserves to be called a research paper. It is dedicated to the lives of his family members and relatives who fought on the fields of the Great Patriotic War or were home-front workers. He wrote in detail about the fate of his grandfather Andrey Mikhailovich Lukyanov, who joined the Red Army at the actual age of 17 (he corrected the date of birth in his passport, attributing an extra year to himself) and then was enrolled as a cadet of the Podolsk Infantry School. He fought at the Belorussian Front and took part in the retake of Gomel. Andrey Mikhailovich was badly wounded in one of the battles. The doctors managed to

save his hand, but in July 1944, after six months of treatment, he was transferred to the reserves. The fate of his elder brother, Alexei, was tragic. He served as junior lieutenant in the 14th Separate Guards Tank Brigade. He went missing in action in 1943 when the tank brigade suffered heavy casualties during the battles for the city of Kolontayev (Kharkov region). Andrey's ancestors on his father's side fought on the home front. Both of his great-grandfathers ensured stable railway communication, and his grandfather Nikolai Ivanovich Makarov was in charge of preparing combat missions.

A. M.: "My son is still too small (he's just over two years old) to get to know the life paths of his relatives who fought in the war. But we will certainly tell him about his great-grandfathers when he grows up."

E. G.: "My father compiled our family tree and now it is my turn to continue this task. He told us about our relatives who took part in the Great Patriotic War. My daughter Lera prepared a research paper based on his stories. I did help her, of course. Lera also took part in The Last Salvoes of the Great War regional essay competition and in conferences on this subject."

R.I.: "Great-grandfather left when Gleb was still a baby. When he was four years old, he saw



Three-year-old Gleb Ivanys on the central square of Dolinsk, 2019



Ruslan Ivanys shared his memories of the fate of Ivan Sergeyeovich Evlanov (his wife's grandfather), who in September 1940 went to serve in the Red Army (Vesti, November 2020). He spent the entire war with the soldiers of the legendary 254th Guards Regiment. The Guards did not lose a single battle, never left their positions. On 8 September, 1943, by order of the People's Commissar of Defense, this military formation was named after Hero of the Soviet Union Alexander Matrosov. Ivan Sergeevich was discharged in May 1947.

his grandmother's picture and wondered who it was. Since that day he regularly remembers his grandfather Vanya, always listens with fascination to stories about his great-grandfather's life and demands that we repeat stories about Ivan Sergeevich's military exploits."

— Are there any military history facts (events, life stories, songs, poems, etc.) that resonate with you?

O. T.: "The war wiped a huge number of people off the face of the earth, as well as their unborn children. This led to a huge demographic pitfall. But at the same time, many people would never have been born if not for the war. It ran over most of the families like a slaughtering roller, ruining and disrupting a huge number of lives. The chances that my grandfather, who lived in the capital of independent Latvia until 1940 and was married as well, and my grandmother from Soviet Kiev would meet, and then give birth to four children, were close to zero.

But the war made its own adjustments: my grandfather's first wife died, and my grandmother and her sister were taken to Germany to work, but then my grandmother managed to escape. As a result, my grandparents found each other in a partisan detachment. So, if it were not for the war, my father, me, and my children would have never been born. This fact is stunning and frightening at the same time."

O. M.: "I always cry when my father talks about that painful moment when my grandmother received her husband's death notice. Although my dad was only four years old at the time,

he still shares his mother's grief. He remembers how she fell flat on the ground, sobbed, and could not believe that she would never see her beloved again, that the father of her small children would never come back home. I often think about how lucky our generation is because we haven't experienced the horrors of war, we don't know what a death notice is, and we can live in peace and raise our children."

A. M.: "There are many such facts. The whole war is a compilation of shards of millions of lives. There is nothing trivial in this kaleidoscope. One of the first people that I think of when I think of the war is Janusz Korczak, who fearlessly entered the gas chamber with the children from his orphanage. I also think of Sadako Sasaki, who died of radiation-induced leukaemia ten years after the war, trying to fold 1,000 paper cranes before her death. Then there is the life story of my grand-uncle, Alexey Mikhailovich Lukyanov, who most likely died in a terrible tank battle, which his brother and my grandfather (until his death) never knew about because the documents of the Ministry of Defence were classified.

As for the songs, my choice is "We Need Only Victory" by Bulat Okudzhava. There are many amazing and heart-breaking films about the war. I love both Soviet and Hollywood ones, such as Schindler's List, Saving Private Ryan, Fury, and the Band of Brothers series. An excellent film called "I am a Russian Soldier" was released in modern Russia. Mikhail Ulyanov's reading of an excerpt from Vasil Bykov's Wolf Pack also touched me to. In general, when it comes to depicting the war, I appreciate realism most of all, i.e., the representation of ordinary people in a whirlwind of a global catastrophe."

E. G.: "War is an immense pain. But one fact, which I had to learn while studying the military history of my grandfather, is still making me cry. I'm talking about the battle of the Seelow Heights. During the attack, which lasted from 16 to 19 April 1945, 33 thousand Soviet soldiers and 5 thousand Polish Army soldiers, as well as 12 thousand Wehrmacht soldiers, were killed. In the four days of fighting on the Seelow Heights, the First Belorussian Front alone suffered irrecoverable losses, equal in number to half of the losses of all fronts in the Battle of Berlin! In reality, an exact or even an estimated number of those killed in this carnage is still unknown, and many facts indicate that there were many more of them.

In fact, the entire vast field in front of the Heights is a cemetery stretching for many kilometres along the valley of the Oder River. (I'm writing this and crying again.) I am so proud of my grandfather who came back home alive! I think

we are obligated to preserve the memory of the battles of the Great Patriotic War and of all those who made it possible for us and our children to live, at the cost of their own lives."



Elena Glavanova wrote about the fate of children during the war using the example of her husband's grandmother, Anna Semyonovna Beskrovnaya. When the war began, Anna was only seven years old. Together with her family, she survived the Nazi occupation. When Nazis occupied the village of Vorobyi, Ann's father joined a partisan detachment, and the little girl helped her mother bake bread for the forest troops at night.

R.I.: "There are many moments when tears come to your eyes. There are mixed feelings — bitterness, pain and pride in the people who have lifted themselves and the country out of such trouble on their own shoulders. But the story of Ivan Sergeevich's meeting with his future wife, Alida Fedorovna Chizhevskaya, shook me. The war for Ivan Sergeevich ended in Estonia. Returning home through the Leningrad region, in the village of Vasilievshchina in Slantsevo district, Ivan met a girl, Alida, whom he took a great liking to at a dance. In the morning he had to leave, so Ivan went in to say goodbye. But a little boy ran towards him shouting "Daddy's home from the war!" (his mother was hiding from the three-year-old Kolya that his father, a platoon commander in the partisan unit, had been killed). Ivan picked up the boy, took him in his arms and said: "Yes, son, I'm back." And stayed forever.

A Team of Ideas

The Technical Training Centre (TTC) has a special place in the HR Business Operation, Learning, and Development Division of Sakhalin Energy. And it's not about center's location (TTC is located at the Progorodnoye production complex), but more about its staff working in the field, that is why the continuous improvement (CI) concept for TTC personnel is a real transition from theory to practice.

The TTC specialises in training, skills development, and improving the professional knowledge of company's vocational workers. Its staff develop and conduct on-the-job training courses as well as technicians' competence assessments.

Based on the Centre's objectives, three key areas for implementing the CI programme have been defined: automation of the learning and development processes; improvement of the advance learning system and digitalisation; creation and updating of technical training means and facilities.

How does it work in practice? For example, development of e-learning courses has made it possible to convert the traditional "teacher-student" model into a up-to-date and flexible format. Now, using a special platform, a "student" can study course materials and take tests at any convenient time and without need of an instructor, as well as ensuring costs and time savings. This approach proved to be relevant and efficient in 2020 during the pandemic, when enforced restrictions to face-to-face interaction could result in stagnancy of the company's educational process. But that didn't happen – we've managed to maintain a high rate of training and high rate of personnel competence. Ten e-learning courses were created in two years with the involvement of TTC trainers. Development of several more is planned for 2021.

It should be noted that teamwork contributed to the successful introduction of this format. Teamwork ensures that organisational units of Sakhalin Energy have the opportunity to develop, but also to adopt effective approaches and share experiences.



Training Centre Team

The specifics inherent to the TTC include the initiative to modernise of Operator Training Simulator (OTS) of the LNG plant control room. This upgrade is essential to ensure maximum efficiency of training and developing the practical skills of control room operation technicians in a modern OTS, reflecting the actual processes and equipment of the facility.

The plans of the TTC include even more ideas for implementing the CI concept. The initiatives for automation of HSE specific roles, transfer to the FIORI platform, development of a HSE booklet for TTC visitors, and others. Some of the initiatives have already been adopted at the Prigorodnoye production complex. For example, creation of a stand demonstrating how to wire up an electric motor helped to expand the practical part of the Traineeship Programme and to improve the competence of electrical technicians in this competency.

The idea of developing electronic reference-books for the digital library has been highly commended by the company management.



Svetlana Verbina, head of the project, Specialist of the Specialised Programme and Training Organisation Subdivision, commented as follows:

- I'm lucky enough to work in a team of professionals whose views and plans keep pace with the times, and sometimes are even ahead of it. For instance, business

digitalization is considered to be a distinctive feature of the present day and we had already automated the Competence Assurance Programme back in 2016, and employee competence profiles were also initiated. At that time, of course, the CI concept was not as clearly articulated in the company as it is now, however, the project certainly met its objectives as well as the targets of the TTC team – optimising and enhancing the effectiveness of company's processes.

In 2019, in response to the request of the business and users of e-learning, the TTC team set for itself the task of creating a resource that facilitates access to necessary technical information at any time. Then 2020 came and we all entered a new reality. And it not only confirmed our intension, but also served as a catalyst for prompt implementation of the digital library project. In the shortest possible time – just six weeks – TTC specialists and their colleagues from IT&IM Department developed electronic technical reference books and uploaded them to a specially created section of the company's digital library. Proactive implementation of the project, among other things, presented an additional bonus – it provided staff in temporary accommodation facilities with target-oriented, quality, relevant and easy accessible materials for self-training during observation. And we are not going to stop here. We are currently working on selecting and preparing data to replenish library resources along with updating the available materials in line with changing processes and regulatory documents.

The Centre's plans also include five initiatives two of which I'm actively taking part in. One entails automation of HSE specific roles; in other words, visualization of the roles in employees' personal profiles on the Employee and Manager Self Service (ESS/MSS) Portal. The other, closely connected to the first, relates to developing an updated interface for providing data on mandatory competences of employees in their personal profiles on the ESS/MSS Portal (current tab "Mandatory training and medical check") as part of the migration to the FIORI platform.

Certainly, the most important task for us is to cover for the demands of our primary customer – the business and receive feedback which helps us to move forward on the path to improvement. Working directly for production and jointly with production, and at the same time fulfilling its key role, the TTC has a unique opportunity to create effective products for the training and development of personnel.

Seven Paths Leading to the Goal



In today's world, the ability to develop and change quicker than others provides the framework for competitiveness – both personal and corporate. It means that one needs to take a path of continuous improvement.



How do you prepare yourself for daily work in that area, what difficulties might arise and how can you overcome them? We asked Natalia Petrovicheva, Deputy Head of the HR Business Operation, Learning and Development Division to elaborate on this issue.

– Natalia, what does continuous improvement mean to you?

– This seemingly easy question made me seriously think. Continuous improvement is a complex notion with many facets. I would like to highlight three aspects of particular significance. For me continuous improvement starts with a caring attitude towards the world, work, yourself. A willingness to correct or improve something, to solve a problem is a distinctive feature of leaders – people responsible and committed to the company's goals.

– And does inquisitiveness go hand in hand with this?

– Absolutely right – the ability to ask questions: "Why?", "How?", "What if...?" and to listen. Analysis of the current processes from A to Z, finding the root causes of existing problems and defining areas for growth, seeking new approaches, a readiness to experiment, brainstorming – for me all these are indispensable elements of the fascinating process of continuous improvement.

– And, finally?

– Of course, discipline. It's important to stay on track even though the result can't be seen at once. I'm talking about small steps, regular exercises (like in fitness) aimed at cost savings, improving communication, creation of a new product or process, but in the end, there must be something valuable and measurable. This is the antithesis of stagnancy and the attitude "we've always done it this way".

– How does this process develop in the HR team?

– We have a slide with a codename "the sun" which represents our strategy. It specifies our main benchmarks: who would we like to be, where are we trying to get, and areas for development. These are seven paths leading to the goal. I see my role as a designer to create a breeding ground for change.

– So, you are confident that an initiative should come from implementers?

– In each team people know what to change and improve in order to enhance the effectiveness of work, satisfaction of our customers and get us closer to a desirable future. I believe that the HR Directorate should keep up with the times, automate and simplify its processes and make dealing with personnel issues a pleasant experience for employees. Aside from that, provision of competitive advantages for the business through development of knowledge and skills of company and contractor staff is essential. We must continuously teach ourselves and contribute to establishing an organisation of self-teaching.

[goal zero](#)

We ask to Improve

Since 2016, Sakhalin Energy has been conducting an online safety culture (“Goal Zero”) opinion survey of all company employees, and starting from 2019, contractor employees have also been included. This survey is a tool designed to examine the attitude of company and contractor personnel to safety issues at Sakhalin Energy.



Since 2016, Sakhalin Energy has been conducting an online safety culture “Goal Zero” opinion survey of all company employees, and starting from 2019, contractor employees have also been included. This survey is a tool designed to examine the attitude of company and contractor personnel to safety issues at Sakhalin Energy.

In 2020, the response rate was 50% of the company’s employees (1023 responses) and 721 responses from our contractors and sub-contractors. Around half of the respondents provided us detailed written answers to the open-ended questions, based on which areas for further improvement have been identified.

The results show that Sakhalin Energy still has a lot to be proud of in its HSE culture, practices and performance. Personnel report a clear understanding of their role regarding safety, confidence to speak up about any safety problems they encounter and feel encouraged to work safely by their managers. The report also indicates areas where we have room for further improvement.

By far the largest number of concerns related to extended rotations and staying in temporary accommodation facilities. Many recognised the positive impact of working from home on reducing the spread of COVID-19, put safety first and emphasised the need to continue to maintain open communication between management and staff.

Responders replies and comments have been used as input to the 2021 Corporate HSE Activity Plan and to determine the key focus areas and actions for the Goal Zero steering committee. These include COVID-19 response, promoting Human Performance and Psychological Safety, Goal Zero “refresh”, support to OPFC Goal Zero journey, creating a “Learning Organisation” where incidents will not repeated, simplification of HSE processes, support to contractors, and promoting Goal Zero also outside Sakhalin Energy.

You can read the report of the survey results on the programme page on the company’s internal website. There are also useful materials for those who want to know more about Goal Zero.

■ Anna Lavrentieva

Looking for New Opportunities

Russian Content Development and Vendor Relationships Team represented Sakhalin Energy at the 15th Anniversary Conference “Neftegazsnab-2021”, participation in which has become a tradition for procurement services of the largest companies of oil and gas sector.

Annual industrial conference is an important arena for communication of representatives of oil and gas companies, where they share their experiences in introduction and implementation of know-hows as part of procurement process, communicate on procedures of suppliers’ selection, discuss the issues of oil and gas complex modernisation. This year, in addition to our colleagues from Sakhalin Energy, the conference brought together a record number of participants — representatives of Lukoil, Gazprom Neft, NOVATEK, Tatneft, Irkutsk Oil Company and OMZ.

There were so many participants willing to make a presentation, that the organizers had to allow two days for the conference. The effect of insufficient real-time communication seemed obvious — notorious pandemic made many specialists switch to remote work and remote communication format. The conference participants recognised that online communication is quite efficient in the context of saving time and resources, however, personal conversations between customers and potential suppliers create better conditions for building mutually beneficial, open and trusting relationship.

Aside from the traditional topics related to work with suppliers, a discussion on digitalization and automation of procurement process and session on EPC & EP procurement in projects* received a special attention of the conference.

Dmitry Dubik, head of Russian Content and Vendor Relationships Subdivision made a presentation “Development of the Russian Content under the Sakhalin-2 project” on behalf of the company. The theme of the topic had been prompted by the overall objective of the conference — inform potential Russian suppliers on the current and future needs in supplies of materials and equipment, and on opportunities for cooperation. Numerous questions to presenter



related to Sakhalin Energy’s import substitution programmes and calculating a share of import-replacement products as part of procurement activities. The conference recognised company’s presentation as one of the best, and the presenter — as the best spokesperson of the first day of the event.

“Participation in the conference is an opportunity to replenish our pool of prospective Russian suppliers and expand the list of successful import substitution stories of the Sakhalin-2 project. It is very gratifying that year after year Russian suppliers maintain a keen interest to working with Sakhalin Energy, together with willingness to evolve both in the area of production culture and adopting the best standards and technologies. We welcome such a proactive approach and are always ready to extend our fullest cooperation,” said Dmitry Dubik.

■ Russian Content Development and Supplier Relationship Team

**Models of contracted managing of investment and construction projects whereby a contractor is responsible for Engineering, Procurement and Construction (EPC) or Engineering and Procurement (EP).*

[contractors](#)

We Are One Team. We Are One Family

The headquarters for the development and implementation of measures to prevent the spread of COVID-19, operating in the company under the leadership of the General Coordinating Committee, thanked Consol company for effective cooperation in the difficult pandemic situation. For a year now, the contractor has been actively helping in organising the delivery of personal protective equipment and necessary consumables to Sakhalin Energy’s temporary accommodation facilities (TAFs) and assets.

March — April of last year was a hectic time for us all — with the outbreak of the pandemic, we had to take all possible measures to ensure the safety of personnel and maintain the sterility of the company’s production facilities. The first TAFs for staff arriving for rotational shifts were opened in the south of the island in May 2020. It was the result of the joint work of the team assigned this challenging task. The team included not only employees from different units of Sakhalin Energy, but also personnel of contracting organisations.

One of these organisations, Consol, provided prompt assistance in sending necessary materials to the TAFs, including at the weekends and on holidays. Consol employees were ready to help at any time of the day or night. The team’s objective was to equip the temporary accommodation facilities in Yuzhno-Sakhalinsk, Korsakov and the Nogliki district in the shortest time possible. Through joint efforts, the TAFs were put into operation by the established deadline and the shift rotation took place according to schedule.



Konstantin Kokorin together with colleagues visited Consol company and presented letters of appreciation and gifts to its employees

“The coronavirus pandemic has dramatically changed our lives. It is a misfortune that has united people. In this difficult time, it is especially important to understand that we are working shoulder to shoulder with our

colleagues and partners and can safely rely on one another. After all, we are one family,” said Konstantin Kokorin, Head of Epidemic Prevention and Response Task Force.

■ Anastasia Shenina

Being in a state of flow

It is not surprising that 2021 has been declared the Year of Science and Technology in Russia. Even after the first wave of the coronavirus pandemic, the world's attention has dramatically increased to studies that significantly contribute to the development of all key industries. Our company employs many specialists for whom the scientific content in their biography not only contributes to the achievement of even greater efficiency in work, but also acts as the main driver for making new discoveries. Please meet the first protagonist of the column: Viktor Sivokoz, Leading Specialist of the Moscow Representative Office of Sakhalin Energy, Ph.D., Professor of Economics.

– **Viktor, it's hard to imagine a child dreaming, for instance, of strategic corporate planning...**

– You're right, back in high school, I was mostly interested in football. But as I got older, I decided to enter to the Moscow Institute of Engineering and Physics. Gradually I became interested in solving problems in mathematics and physics. Sometimes it took me a week to crack a "knowledge nut" and sometimes the right answer came during sleep.

– **According to the legend, Dmitry Mendeleev also saw the periodic table of chemical elements in a dream.**

– At that time, I had no idea that, with strong motivation, a mechanism of subconscious creative thinking could emerge. I learned that a decade later, when fate gave me a unique gift – a meeting with an eminent scientist, Professor Valery Venda, one of the founders of hybrid intelligent systems theory.

– **Do you remember your first study?**

– For the first time, I was fortunate to take a diploma course at the Institute of Cybernetics of the Academy of Sciences of the Ukrainian SSR in Kiev. I was given the task of developing a system for testing the inter-machine communication channel of a complex technical set consisting of several computers.

And one more lucky event: Fedor Anoufiev – the creator of the evidence algorithm* was appointed to be head of my practice course (I must confess to be lucky enough to meet extraordinary, bright people in my life). This gifted person was constantly in a state of flow**. On his advice, I started to spend more time in the library, where, studying technical literature, I was able to develop a unique testing system.

– **How this system is unique?**

– Paradoxically, in simplicity. As I studied the publication of English and American journals, I came across the theory of colour graphs, and the idea was born to break the intermachine communication channel into modules whose defects can be identified by simple tests. That is, during the testing process a redundant communication channel is running, and you simply replace a malfunctioning module with a new one and find the cause of the malfunction later. Under this scheme, the recovery rate of a complex system becomes maximum. This method is now widely used.

– **Your biography is quite surprising: you've been studying constantly, looking for new directions...**

– There was a children science-popular documentary "I want to know everything!". And I'm close to that call. With the Russia's transition to a market economy, the country had to adapt to the new conditions. When I was studying in France, I was attracted to the mechanisms for adapting organisations to the outside environment and developing marketing strategies. In Canada, I have immersed myself in the international finan-

cial reporting standards, financial planning and budgeting, domestic and sustainable financial growth strategies for businesses. And my internship in the United States was devoted to strategic planning technologies aiming to predict the long-term development of businesses. This knowledge helped me to embark on a long voyage on a ship named "Business Planning".

– **What scientific direction are you most attracted to?**

– Professor Venda's laws have had a profound impact on the development of my worldview and my scientific interests, and they are used as a methodology for our corporate research. First of all, the theory of hybrid intelligence systems, which is the

for calculating the fate of whole countries and peoples (predicted also the collapse of the USSR) divides life expectancy into past, present and future. To be proud of past successes is indistinguishable, therefore – let's talk about present.

In terms of demand, these are applied system developments for managing large-scale projects. At present, together with the employees of the analytical department of the company, we are improving the model of project management under conditions of uncertainty and risks. The metrics used are methods of volume management (Earned

VIKTOR SIVOKOZ, PH.D., PROFESSOR OF ECONOMICS.

Graduated from the Lomonosov's Moscow Institute of Engineering and Physics and postgraduate school of the Department of Economics of the Moscow State University.

He studied under the program "International Marketing" at the Mercury Academy (Montpellier, France). Was involved in financial management at the Southern Alberta Institute of Technology (Calgary, Canada). Had internship at University of G. Washington (USA), studied strategic planning technologies that predict the long-term development of companies.

Professor Sivokoz developed strategic plans and participated in the preparation of investment projects for subsidiaries of "Gazprom", "Lukoil" and others. He worked for the consulting companies PricewaterhouseCoopers and KPMG Barents Group.

Professor teaches at the Corporate Institute of PAO "Gazprom", where he initiated several training seminars and programs: "Analysis of financial status, financial planning and budgeting", "Management of accounts receivable", "Management of capital repairs", "Project management".

basis for the company's project monitoring and control system.

The laws of transformational theory of the dynamics of systems, formulated by Professor Venda, are universal and adhered to all structures where humans are present. For example, when you change jobs, your environment changes, and you start communicating with new employees and supervisors. Your emotional indicators are falling, but once you get used to them, they become higher than they used to be. The same thing happens inside our company.

When it implements large-scale projects, economic performance decreases as the assets created grow but do not yield returns. With the commissioning of the facilities, the figures begin to increase, and, after the adaptation period, they outgrow the previous values, the share exchange value moves up to higher levels thus outgrowing previously recorded market prices.

– **Do you mean that the economy, to get a boost to development, also requires a "new job"?**

– If new elements of the market economy are not created, a significant drop in performance leads to a deterioration of the system and the period of adaptation is prolonged.

– Please share your achievements, tell us about the most sought-after development.

One of the world's most talented forecasters, the Afghan mathematician Mohammed Sidik who developed a special system

Value Management) and matured duration (Earned Duration Management) according to the phases of the project. The phase-by-phase management method has already been tested for the OPFC project and is used for monitoring, forecasting and reporting.

Most importantly, these methods can provide timely warning of budget overruns, timelines and risk response strategies.

– **Which scientific areas do you think are the most promising?**

– First of all, multi-criteria methods of decision-making under conditions of uncertainty and risk. Using the method of interpretive structural modelling, it is possible to rank the conditions influencing management decisions by level of importance. The method of analysing hierarchies

determines the quantitative weights of these conditions, and the method of analysing the network process allows taking into account the influence of these conditions on each other.

By combining such approaches, it is possible to create decision support systems (key links of hybrid intelligence systems) for managers at various levels of management.

– **What scientific achievements would further develop the project "Sakhalin-2"?**

– That's a very good question. At the moment we are developing communication with the Russian Academy of Sciences (RAS) – we are interested in a list of scien-



tific and technical developments that could be adapted with a view to improving the efficiency of the use of our assets in the oil supply chain and LNG.

– **One of the unresolved problems in managing scientific and technological development is the introduction of results into the practical activities of enterprises. – What are the reasons for the lag in the domestic applied science sector?**

– They are known and consist in the haste to abolish industry science without taking into account the possibility of partial transfer of its functions to the RAS, universities and companies. These measures have led to the break-up of the full domestic innovation cycle and the loss of links between the Academy and universities and companies.

We need to be able to bring science to practical use. In this respect, the future Sakhalin Industrial Park (SIP) can serve as a platform for the development of innovations suitable for the diagnosis, maintenance and operation of our technical facilities. SIP can be a kind of incubator in which development projects can be developed as a result of communication and integration of academic and industry institutions, as well as experienced service organisations.

In addition, due to the geographical dispersion of our production facilities for "Sakhalin Energy" the introduction of digital platforms and hybrid intelligence systems is considered an important area of innovation activity.

In conclusion, in the Year of Science and Technologies, I would like to wish all employees of our company to be in a state of flow, to be constantly aware of the trends of innovation in their field and to contribute to the sustainable development of the company.

■ Interview by Olga Moreva

* *The Evidence algorithm is an automated theorem proving system in mathematical logic. It is considered a breakthrough in artificial intelligence. The essence of the algorithm is that if management decisions are formalized using the symbolism of mathematical logic, then optimal solutions can be found.*

** *The state of flow was investigated and described in his book "Flow – Psychology of Optimal Experience" by the American psychologist Mihai Chiksentmihai. By the state of flow the author means a complete fusion with his business, a feeling of excitement and a rising tide of energy – in his opinion, this emotional uplift is possible in any profession.*

Don't Turn Your Back on Pain

Our new reality not only led to the rise of new challenges but also made the old ones more relevant: with remote work we move even less. For most of those who work from home this means spending a lot of time in front of a computer screen and, as a result, getting back pain. What are the potential consequences and how to prevent them? Konstantin Kokorin, Head of the Corporate Health Section, answered these questions for us.



– Lately, colleagues have been complaining about back pain more often. But these are just personal opinions, and they are subjective. What do statistics show: do they prove these observations right or wrong?

– We have no recent data yet, but in 2019, when the company launched a unique project aimed at reducing the incidence of backache-associated diseases, it turned out that up to 40% of employees' medical complaints could have been related to this particular issue in one way or another. Let me remind you that back then the David diagnostic and treatment complex opened its doors in one of the halls of the Recreation Centre in the

How do you get to "David"? Call 66 3888 and say the password "I want to go to 'David'"

Zima Highland Housing Complex. It features six rehabilitation exercise machines designed to diagnose, treat, and prevent musculoskeletal disorders.

If we look at the global statistics, according to the World Health Organisation, an average of one in four inhabitants of our planet has experienced back pain.

– That's a lot of people. And then we have to take into account the negative consequences...

– The British people have an apt saying that goes "sitting is killing." For example, if for any reason a young, strong, and healthy person doesn't move for, say, three months, he or she will most likely become disabled as a result.

What are the possible risks for office employees who spend almost one-third of the day in the same position? Type 2 diabetes, which occurs 112% more often in people who live a sedentary lifestyle than in those who move. The risk of death from cardiovascular diseases, such as stroke and heart attack, increases significantly. The production of hormones that help to break down fats entering the body is reduced by 90%. The amount of the so-called good cholesterol, which "cleans" the arteries, is also reduced by 20%. Last but not least, many people get back pain.

– We already know quite a lot about this kind of pain, but still, what are its pitfalls?

– Usually, back pain first occurs at a young age, before 30. As a rule, its onset is related to muscle spasms. The problem is that such spasms lead to changes in the rigid structures of the body — cartilages and bones. After all, in many cases the pain doesn't go away, the body just gets used to it, and it seems it has abated. And then, the person experiences "surprising" weakness and a lack of energy. In fact, there is nothing to be surprised at, because a pain point is like a tap through which our energy leaks.

This is the cause of behavioural changes, low mood, sleep disorders, poor concentration, and performance. Chronic headaches may also occur. This is how human body works: often, when you have a muscle spasm, a so-called reflex arc

develops; it does not necessarily close at the spasm point. For example, when your deltoid muscle contracts in the shoulder, you may get a headache. This can trigger hypertension. One may ask: what does your back have to do with all of this?

Let me explain. Muscular imbalance and chronic back pain induce the so-called alert response in the human body, which leads to an increase in blood pressure and the production of stress hormones.

– The list of possible negative consequences goes on, am I right?

– Yes, the list is really long. The digestive tract often starts malfunctioning; the most sensitive area — the pelvic organs — may be affected, and the fertility in both women and men may be impaired. You may even find yourself on the operating table.

– The outcome does not look good at all. What should we do to prevent it?

– First of all, you should move all the time. This is the golden rule. But if you are unable to get out of bed or straighten up, there can be only one advice: immediately seek medical

attention. If you do not need to see a doctor, and if you feel occasional aches but you can live with them, then your only option is movement and the right set of regular physical exercises. Nowadays, this is the only way to reduce the number of pain episodes. Again, you need to be very careful, avoid taking harsh and aggressive approaches.

Make it a rule for yourself to walk at least 10 thousand steps a day. One of the best activities that prevent back pain is swimming — at a relaxed pace, don't go overboard with it. The main advantage of this type of physical activity is that it reduces the vertical load on our bones and cartilages. Moreover, swimming helps to work out the muscles that are not normally engaged in our daily routine.

Horizontal pull-ups are useful as well, but again, you need to be very careful, especially if you have never done anything like this before, or if you took a long break. I recommend Nordic walking: you don't need to go to a gym or have any special conditions for it. Also don't forget about your bicycle which is your faithful assistant.

– Any ancient practices? Non-standard methods?

– I suppose you are talking about yoga; this universal self-regeneration tool allows you to manage your back pain in a very gentle and effective way. For beginners, it would be better to start with the simplest set of the Sun Salutation exercises. Be sure to take a look at Konstantin Kharkovsky's (Senior Research Fellow of the Russian Academy of Sciences, yoga teacher) online lessons. I strongly recommend them.

Finally, learn to manage your stress and practise mental hygiene. It is a scientifically proven and well-grounded fact that a back pain episode is always accompanied by stress and, vice versa, when you feel anxious, there is a high risk of backache.

– Please, share some life hacks for office workers. Is there anything that should never be neglected?

– It is important to mind how you sit at the desk: if you hunch your back, placing your knee and elbow joints at wrong angles, and your head is bowed forward, you might as well start preparing for visits to the doctor. If your job is sedentary, you should take breaks: it is a good idea to get up every 40–60 minutes and stretch your limbs.

A good night's sleep is very important. Additionally, avoid improper lifting of heavy weights, aggressive sports, training without warm-ups or general physical preparation. I would advise you to take a gymnastic ball (a fitball) to the office and replace your desk chair with it from time to time. And my main recommendation is that you take care of yourself and your health, because no one else can do this better than you!

■ Interview by Pavel Ryabchikov

EXERCISES TO PREVENT BACK PAIN

OFFICE EXERCISES TO PREVENT BACK PAIN

- 1 **GRASP THE BACK OF YOUR CHAIR.** Pull it up as if you want to raise it. Change hands.
- 2 **TWIST YOUR UPPER BODY TO EACH SIDE (5-7 TIMES).**
- 3 **BEND YOUR UPPER BODY SIDWAYS.**

HAND EXERCISES

- 1 **KEEP YOUR HANDS HANGING WHILE READING PAPER DOCUMENTS.**
- 2 **PLACE YOUR HANDS ABOVE YOUR KNEES. TRY TO RAISE YOUR LEGS AND PRESS AGAINST WITH YOUR HANDS.**
- 3 **FOLD YOUR HANDS TOGETHER AND ROTATE YOUR WRISTS.**

LEG EXERCISES

- 1 **PLACE YOUR FEET STRAIGHT WITH YOUR KNEES AT RIGHT ANGLES. RAISE YOUR LEGS ON YOUR TOES ONE-BY-ONE, WHILE STRAINING YOUR CALVES.**
- 2 **ROTATE YOUR FEET.**

BODY EXERCISES

- 1 **STRETCH YOUR LEGS FORWARD AND RAISE YOUR ARMS UP. STRETCH YOURSELF SEVERAL TIMES.**
- 2 **MOVE YOUR SHOULDER FORTH AND BACK, SQUEEZING SHOULDER BLADES TOGETHER.**

EXERCISES FOR HOME AND TAFs

- 1 **BIRD-DOG EXERCISE**
Start on hands and knees. Keep your hands straight and knees aligned with your shoulders. Slide one leg back while lifting opposite arm up. Bring back slowly to original position.
- 2 **UPPER BACK STRETCHES**
Place a roller under your shoulder blades. Raise the chest pulling shoulder blades down. The exercise will open your shoulders, normalise chest breathing, correct the posture, and stretch the spine.
- 3 **HAMSTRING STRETCH**
Stand with feet close together. Exhale and begin to bend towards your knees, try to press your abdominals against your hips. Keep your spine straight, hold this position for 2 minutes.
- 4 **CAT-COW EXERCISE**
Start on hands and knees. Align your wrists underneath your shoulders and your knees underneath your hips. Exhale and squeeze your abdominals, push your spine up, allowing your back to round, tilt your head towards your tail bone. Down your spine as you inhale.
- 5 **PRESSING THE KNEES AGAINST THE CHEST**
While lying on your back, press your knees against your chest one-by-one. Do it slowly and smoothly.
- 6 **SWIMMER EXERCISE**
Stretch your arms and legs and keep them at shoulder length while raising them above the floor. Slowly imitate swimmer's movements with your arms and legs while straining your glutes. Look down.

HOW TO SIT AT A COMPUTER? PROPER SITTING POSTURE

- 1 **KEEP YOUR HEAD UP EVEN IF YOU HAVE TO LOOK DOWN AT THE SCREEN.**
- 2 **PROTECT YOUR EYES FROM FATIGUE: use glasses with a filter; do eye exercises.**
- 3 **POSITION THE MONITOR AT 45-70 CENTIMETRES FROM YOUR EYES AT AN ANGLE.**
- 4 **LEAVE A DISTANCE OF 10-15 CENTIMETRES BETWEEN THE KEYBOARD AND THE EDGE OF THE TABLE.**

TAKE A BREAK EVERY 25 MINUTES

- **MONITOR**
Adjust distance and height. The top of the monitor should be placed at eye level and have a slight tilt.
- **HANDS**
Relax your shoulders with your forearms parallel to the floor. Minimise any twisting of your wrists.
- **KEYBOARD**
Place keyboard in front of your body; do not bend to use it.
- **LEGS**
Keep upper legs parallel to the floor.
- **CHAIR**
The chair should have a backrest and armrest, and be adjusted by height.
- **FEET**
Keep both feet flat on the floor. Rest them on a footrest, if necessary.



Having Won Together!

Winter Safety Marathon is closed! This event, the longest ever in Sakhalin Energy, took place from 15 October 2020 to 31 March 2021 covering all Sakhalin Energy production assets and offices, and became the most comprehensive in terms of topics considered. Throughout the 5 Marathon stages 10 thousand participants representing 24 teams competed in the knowledge and commitment to safety.

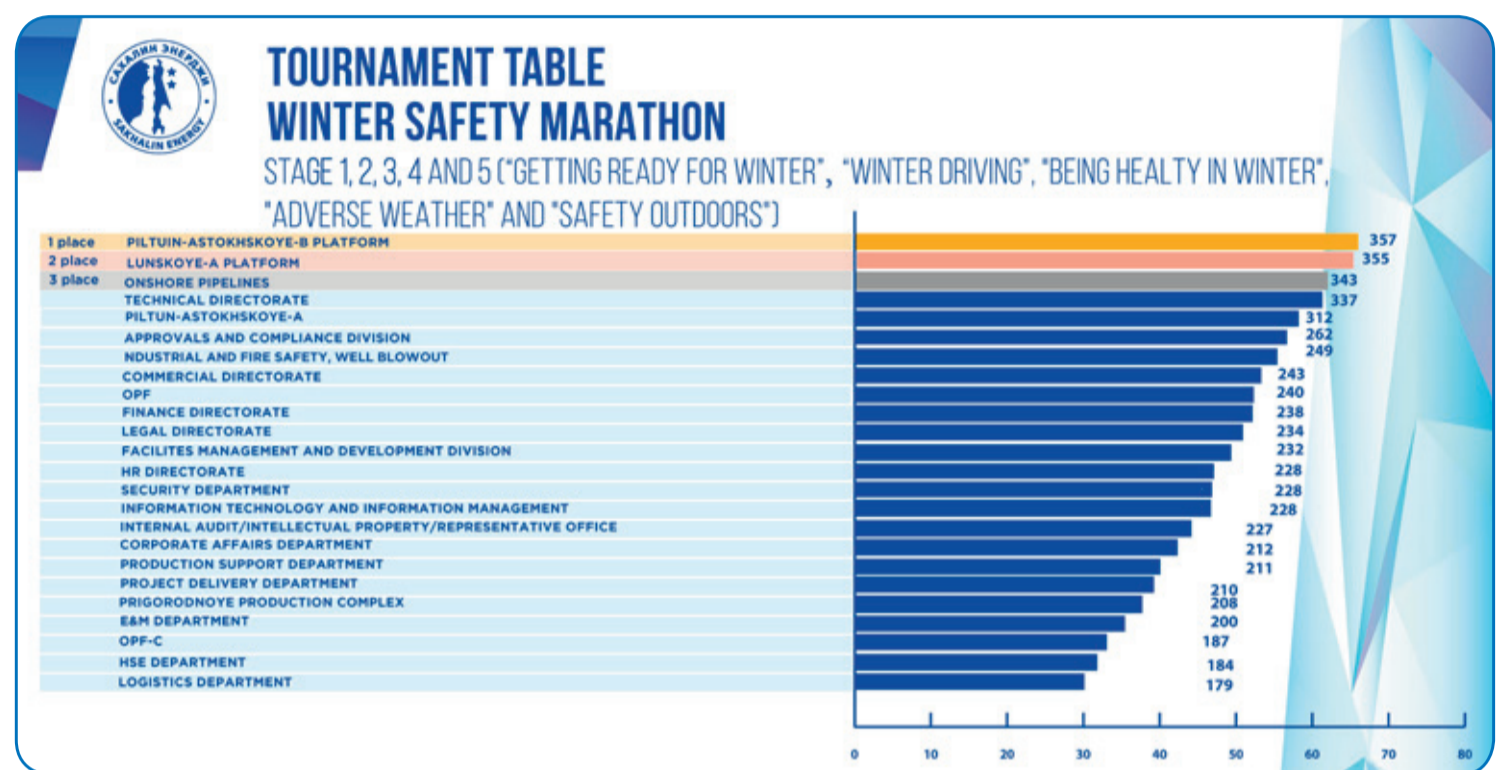
KEY TAKEAWAYS

Now when the finish line has been crossed, it's time to announce the best in the team and individual rating. However, it's clear now that everyone is the winner – as was stated with confidence by Sakhalin Energy's CEO Roman Dashkov.

"I firmly believe that there are no losers. That's because the performed analysis and mitigation of potential hazards have given us essential experience that will be used to revise the current policies and procedures and update the risk matrix to make our assets safer and more reliable. Undoubtedly, the knowledge we've gained will be useful in our everyday lives as well," he said in his address to the Marathon participants.

The series of Marathon events not only stirred the competitive spirit among the company's assets and departments – they also helped our people to have a look

The Safety Videos Contest that opened in November 2020 and closed in March 2021 received over 20 entries. All submitted videos can be found at the Marathon webpage on our intranet webpage. Contest results will be announced later, but the videos made by contestants can already be viewed and used as necessary. That was precisely the objective of the contest – to collect as many useful materials as possible for the company's library.



Stage 5 took place from 1 to 31 of March 2021 and enjoyed a record-breaking attendance of awareness sessions and discussions on Outdoor Safety. At Stage 1 we began with only 3,497 participants, and in March we had almost twice the number – 5,931.

at themselves from the outside and objectively assess their strengths and weaknesses, adjust working plans and develop leadership skills.

The Marathon has clearly been a useful and effective initiative. That's because each of our contributions and sustained individual and team efforts enabled the achievement of the key goal of the Marathon – improve Sakhalin-2 HSE performance. This is demonstrated by the key indicator – zero registered injuries at the Project in 2021 to date. It means that we managed to achieve Goal Zero – at least in the given time frame. And it's only up to us to extend this period and strive for new heights. We have both the capability and desire for that, and, last but not least, we have our leaders and their example.

WINNING TEAM

We traditionally begin with winners in the team rating. The winner is the PA-B team with the highest score following all 5 stages, with LUN-A on the second and Onshore Pipelines Department on the third place.

Individual champions selected by the judges in the Active Interventions nomination based on Stage 5 results:*

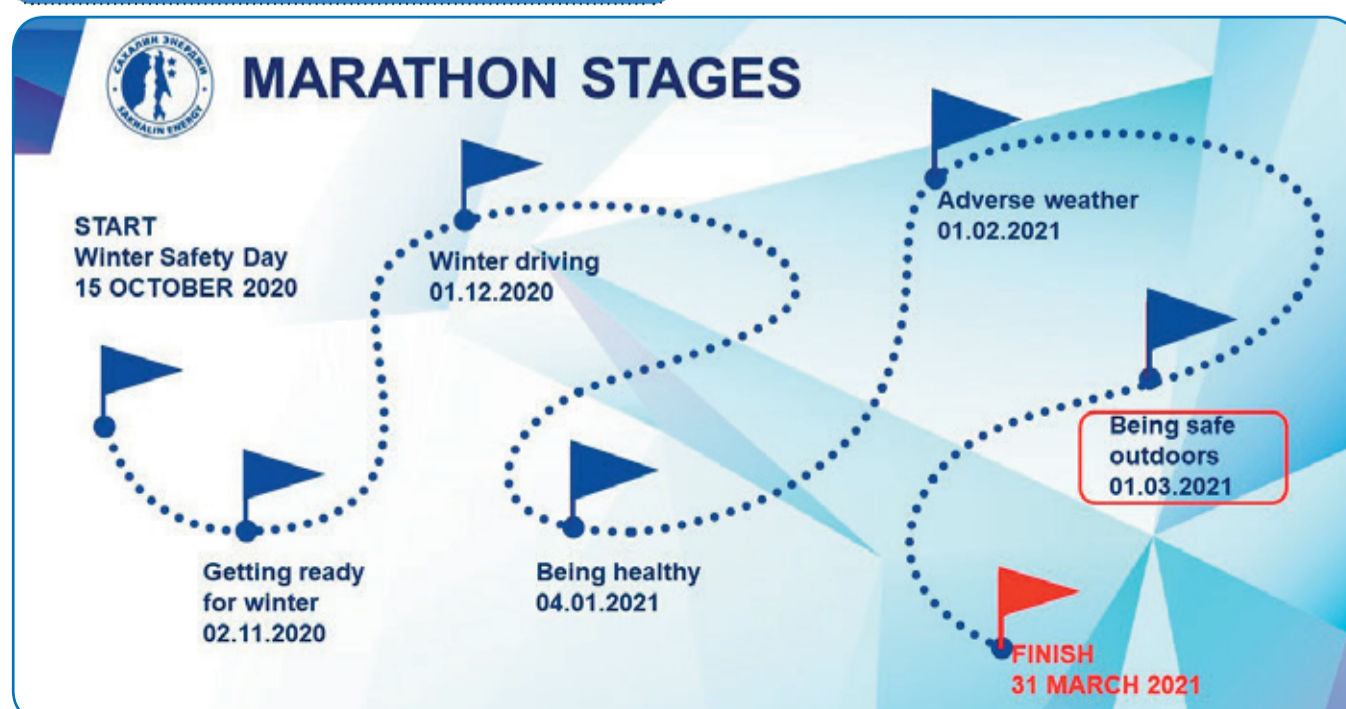
- Sergey Demchenko, Mikhail Tetyorkin (Gasprom Transgaz Tomsk) – intervened when third party employees tried to use equipment not as intended.
- Victoria Pascal (IoCa Shelf Services) – noticed damaged earthing at one of the household electrical appliances at LUNA.
- Scott Lundie (KCAD) – helped to find defects in the fastening bolts of the gearbox, which helped prevent a potential drilling outage at offshore installations.
- Vyacheslav Zhuravlyov (SMNM-VECO) – noticed a damaged cable on the equipment, which could potentially become an ignition source.
- Konstantin Nazarevich (Sakhalin Energy's Production Directorate) – saw that a gas cylinder tilted and was positioned at a different angle, which is against the storage rules.

So, that's it: Winter Safety Marathon is over. Sakhalin Energy's CEO said that the new experience, good teamwork, and personal contributions of each employee will help us to successfully face the key challenges of 2021 – the oncoming major turnaround and ongoing COVID-19 pandemic.

And another important takeaway from the marathon is that, despite the competitive component, we've become even more united. Now every participant knows with certainty: all of us participated and, equally, all of us are winners – all together!

■ Pavel Ryabchikov

* The individual competition results based on the score from all 5 stages and the winners of the Safety Videos Contest will be announced at the award ceremony with company's leadership in May.



We are the First Again

Sakhalin Energy is one of the first in Russia to publish the 2020 Sustainable Development Report. The key focus of the company's report 2020 is continuous improvement.

Roman Dashkov, Chief Executive Officer noted in his opening speech: "Sakhalin Energy has always strived for more, so it will strictly adhere to the principles of continuous improvement and sustainable development, considering them the key to the company's long-term competitiveness".

The focus on continuous improvement provides the opportunity for Sakhalin Energy to remain competitive and ensure the long-term development of the company. The past year was a time of challenges due to COVID-19 pandemic and associated macro-economic conditions, however a timely reaction to unprecedented difficulties allowed the company to achieve high performance indicators throughout the year. Sakhalin Energy maintained safety of employees and uninterrupted operation of production facilities.

High reliability performance of the company facilities along with the best results

in process safety in the entire history of the Sakhalin-2 project allowed to produce and ship the record volumes of LNG to the customers – over 11.6 million tonnes. Due to application of innovative integrated business solutions the share of Sakhalin LNG in 2020 was about 3.3% of the global demand and about 4.6% of consumption in the Asia-Pacific Region.

The company strictly followed the chosen vector of continuous improvements and modifications in all areas outlined in the Report: economic, environmental and social activities.

The document complies with the Global Reporting Initiative (GRI) standards. During preparation of the 2020 Report, various interfacing mechanisms were used to identify important and relevant issues including communication sessions with personnel, electronic questionnaires and discussions with the stakeholders which were held online for



the first time. The report passed the external public assurance (External Public Assurance Procedure) for the corporate non-financial reports at the highest professional level in the Russian Federation – an independent expert assessment (public assurance) of the Council for Non-Financial Reporting of the Russian Union of Industrialists and Entrepreneurs and became the first non-financial report for 2020 which passed the public assurance of the Council of the Russian Union of Industrialists and Entrepreneurs.

The report is published on the company's website – read, share with stakeholders, we have something to be proud of based on the results of the work for the reporting period. Information about the presentation of the report will be published in the next issue of Vesti.

Thanks to all the company's divisions, which, despite the pandemic, remote work, and increased workload, did their best to make Sakhalin Energy one of the first in the country to prepare a report for 2020.

Bringing the Effort Together

society

Sakhalin delegation, including representatives of Sakhalin Energy, participated in the 2nd Forum of Indigenous Minorities of the North, Siberia and the Far East of the Russian Federation.

The Forum was hosted by Salekhard and became a federal platform for more than 250 delegates from 28 regions of Russia, and invited stakeholders, to discuss the aspects of indigenous peoples of the North, including a sustainable development of their traditional economic sectors, preservation of indigenous cultures, contemporary challenges and effective solutions. These issues are within the constant focus of government, scientific and expert community, and companies operating in the regions where indigenous minorities live.

"The rights of indigenous minorities are protected both by federal and regional authorities. This approach ensures that unprecedented regional specifics of their living are taken into account", Igor Barinov, Head of the Federal Agency for Ethnic Affairs, highlighted in his report. – Industrial companies are de facto also involved in ensuring sustainable development of indigenous minorities. Industrial activity affects the interests and traditional life of indigenous minorities. At the same time, resource capabilities and corporate policies of the business may introduce a positive factor into their sustainable development".

"The year 2020 has undoubtedly become a year of challenges for the entire world community. Nevertheless, it yet again showed how important it is for the civil society, government and business to combine the efforts, and how successful the synergy can be for all of the partners. I am happy to state that here we are discussing the sustainable development of indigenous minorities of the North, inherently linking it to the interests of

the state and the corporate social responsibility", said Natalia Gonchar, Head of Corporate Affairs Department of Sakhalin Energy (the general sponsor of the event) in an address to the participants of the Forum.

"In general, using the example of the Sakhalin Oblast, I can say that a harmonious balance between the efforts towards a sustainable development, on the one hand, and careful preservation of traditional knowledge, on the other hand, is being created in the regions of Russia. And the triune partnership of "society-business-government" gives a guarantee of their long-term effectiveness", Sakhalin Energy's representative added.

The Sakhalin experience in implementing public-private partnership can also be of use in holding the upcoming UN Decade of Indigenous Languages to begin next year. The Federal Agency for Ethnic Affairs, the Russian Ministry of Foreign Affairs, regional governments, the scientific community and public organisations are heavily engaged in preparing for it.

"We are also making proposals to the plan of actions for the Decade of Indigenous Languages", said Fyodor Mygun, Vice President of Association of Indigenous Minorities of the North, Siberia and Far East of the Russian Federation. A member of the Sakhalin delegation highlighted that on the sidelines of the Forum, representatives of the regions are actively involved in sharing their experience and raising issues that require special focus and solutions. "There are many peoples, but the problems are alike. They relate to fishing, reindeer husbandry, traditional economic activities, pensions to indigenous minorities, preservation of culture and languages. They need to be solved by joint efforts", noted Fyodor Mygun.

Proposals from the Forum participants, including the Sakhalin delegation, will be included in the final resolution of the IX Congress Association of Indigenous Minorities of the North, Siberia and Far East of the Russian Federation that was held within the Forum. Grigory Ledkov, a member of the Federation Council of the Federal Assembly of the Russian Federation, a representative from the Legislative Assembly of the Yamalo-Nenets Autonomous Okrug, has been elected the President of the Association for the third time with the majority votes. The next Forum and Congress will take place in 2025.



Spring Song of Sea Lions

Even though spring in Sakhalin is behind the calendar, at the end of February sea lions* bugled from the Nevelsk breakwater: "Spring is coming – make way for the spring!" Which means that it's time to get a closer look at this restless tribe of pinniped.

Seal rookery originated at the breakwater in the end of 1960-s: a construction about 7 metres high and 400 metres long protects the port from storms. There are only three unique places in the world where giant sea lions live right within the city limits: Nevelsk, Petropavlovsk-Kamchatsky and Seattle (USA). At the rookery seals behave uneasy, constantly communicating with plangent bass – you can hear their roar from miles away.

Despite the threatening roar and massive size (body weight of adult species reaches 700–800 kg), these animals need protection. Garbage floating in the ocean often turns into deadly "necklaces", deeply growing into animals' bodies. Today, many strangled marine animals die slowly and painfully on Tuyleni island and other islands of the Sea of Okhotsk.

"We are the only region in Russia located on the islands, so the problem of entangling animals in fishing nets, scraps of plastic tape and other garbage is extremely relevant to us", says Anna Goleva, volunteer of Ocean Friends Marine Animals Rescue Team.

There are 16 species of whales, 6 species of seals and sea otter living in our seas (many of them are listed in the Red Book of Russia). However, the Red Book is not a certificate of honour, but an alert signalling the danger of full extinction.

"There are many dangers for these animals in their natural habitat, so adding another hazard is at least unfair. Unfortunately, volumes of abandoned fishing nets and plastic garbage at sea grows every year, increasing risks for marine species", Anna believes.

In April, Boomerang Club and Ocean Friends Team arranged guided tours around the Nevelsk breakwater with more than 300 people involved, including students, teachers and regional ethnographers. Traditional-

As a result of the expedition to the Tuyleni island, the Ocean Friends and Boomerang Club produced a short film about rescue operations for freeing northern seals of garbage. It can be viewed on YouTube channel of the Ocean Friends.

ly, a sea tour starts with a safety briefing and theoretical acquaintance with dwellers of the breakwater. This year, students acted as tour guides. They were asked to learn information on this species of marine mammals in advance, prepare interesting facts and find arguments in favour of protection of the pinniped.

According to the organizers, eco-education, work with children and teachers is a very

Sakhalin Energy is an environmentally responsible company that builds its strategy around a hierarchy of waste management practices and strives to reduce waste. The company's production facilities apply maximum possible measures to minimise waste, including avoiding the use of disposable utensils, replacing plastic bottles with drinking water coolers. Offices have already switched to paper packaging for baked goods in cafeterias and bags instead of plastic ones as an alternative to plastic, and they have given up using plastic teaspoons. To encourage staff to switch to reusable items (utensils, packaging, bags, etc.), the company is conducting awareness-raising activities.

important part of activities. They're hopeful that seeds would fall into fertile soil thus helping to cultivate new environmentalists – people taking personal responsibility for the world that surrounds them.

Ocean Friends Marine Animals Rescue Team has been working for several years in the south and north of Sakhalin. These teams of volunteer rescuers have been formed and trained through the "Sakhalin: Man and the Sea" Project of the Boomerang Club, implemented with support of Sakhalin Energy. In Russia, this is so far the only example of vol-



The rescued Snowflake is ready to return to her native environment...
Photo by Friends of the Ocean team

unteer training for freeing large marine mammals from entanglement in plastic garbage and fishing nets.

Boomerang Club and Ocean Friends Marine Animals Rescue Team Continue developing activities in this area. Not long ago, with the

As indicated by Vyacheslav Kozlov, the head of field education programmes of the Boomerang, plans of the club include enhancing cooperation with organizations, institutes and concerned citizens. "Only together can we really help", believes Vyacheslav.

These are not just words, but concrete actions. As an example, one can recall a recent rescue of a young female sea lion who was named Snezhinka (Snowflake). She had to be rescued twice: first – from a deadly collar, then – from an ice trap. After consulting with scientists, Snezhinka was moved to a new place of residence – the Nevelsk breakwater. So, if you see a young seal with a yellow spot on a shoulder, – it is Snezhinka. You really don't have to say hello, but please report this to the hotline of the Ocean Friends.

■ Elena Gurshal

P.S. You should apply several months ahead if you want to get on Acquaintance with Sea Lions tour. If you weren't able to see this unforgettable spectacle this year, you can watch the breakwater's dwellers with special binoculars from observation deck at Nevelsk promenade. Environmental Education Complex dedicated to sea lions has been created as the result of cooperation of the Boomerang Club and Sakhalin Energy.

**Sea lion is the largest species of the eared seals family. It is also known as the Steller sea lion.*

Encountered a Bear? Raise your Hands!

Coming spring on Sakhalin increases encounters with brown bear – the island's largest and extremely dangerous predator.

In early April this year, the animal has been already seen at domestic waste landfills in Kholmsk District, its tracks have been noticed in Aniva, Korsakov and Smirnykh districts. And with each passing day, the odds of running into the predator will only grow: their hibernation lasts from the end of October to the late April – early May. When bears wake up, they start actively looking for food, which includes going out to people.

"The best option, of course, is to avoid running into the predator. To this end, it's important to hike in the woods in groups with children staying close to adults. When travelling alone, the risk of a brown bear attack is many times higher. Most of fatal bear attacks occurred when the person was alone," said Timophei Zvezdov, Head of Environmental Monitoring and Biodiversity Subdivision.

According to Timophei, bears can and must be deterred by loud sounds, creating the noise of presence. In no circumstances walk on bear trails, especially along the shore of the spawning ponds. It's essential to try to get around thick shrubs or tall

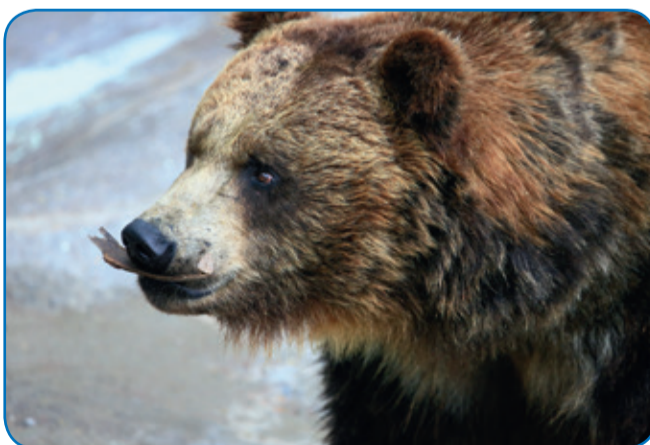


Photo by Timophei Zvezdov

grasses. Making camp in the open ground and night travel should be certainly avoided. Twilight and early morning are the time of increased bear activity. Given that these animals have a very good sense of smell, all food should be stored in closed containers, and all waste – carefully disposed. If you do everything right and you still run into a bear, do not run.

"Don't turn your back, don't make any sudden moves, use deterrence. It can be a red hand flare, light and sound devices and firearms as a last resort." – Timophei Zvezdov added.

When bear is at a distance, don't let it out of your sight. The best option in this case would be getting in a car or into a shelter. Do not try to get closer to take a picture or feed the animal!

When the animal approaches, you form a tight group, pick up small children immediately and hide them behind your backs, raise your voice, but avoid sharp screams, slowly raise backpack, jacket, other sizeable thing or just your hands over your head (i.e. make yourself visually bigger), while slowly moving aside as if to make way.

These are general recommendations; they do not provide a 100 per cent guarantee of protection. Every situation is different, and every bear is different. However, the more people know about the danger of encounter with a brown bear, the greater the chances are that correct tactic would be selected.

Since 2015, the company has been conducting an online training course "Hazards Associated with Brown Bear Encounters" for everyone who visits remote facilities (employees and contractors of Sakhalin Energy, visitors, etc.). To sign up for the course, please send a request to SEIC-HR-HSE-Learning-SEIC-HR@sakhalinenergy.ru.

■ Pavel Ryabchikov

Goodness in Plural

According to the rules of grammar, “goodness” has no plural form. Our employees, however, know how to multiply it. Sakhalin Energy has completed this year’s first traditional charity campaign in honour of the company’s birthday.

The campaign was launched on 20 March. It was actually a start, since the campaign had been organised in the format of a charity relay, the first stage of which was the Ski for Good Deeds corporate race held as part of the Hurry Up For Good Deeds programme. More than 100 employees of the company and contracting organisations, as well as their friends and relatives, took part in the event. In addition to sporting achievements, they demonstrated the kindness of their hearts by making charitable contributions to the common cause. Production Director Grzegorz Kulawski praised the initiative and encouraged everyone to continue supporting it.

The charity event was held in four stages: skiing competitions, selection of the beneficiary organisation, raising funds and, finally, the transfer of equipment purchased with the donated money.

Company personnel, together with the New Generation Children and Youth Support Fund, this year’s campaign partner, selected four potential beneficiaries — institutions working with socially vulnerable groups. Most of the employees who took part in the online survey voted in favour of the Raduga Boarding School in Smirnykh. The school is attended by orphans and children without parental care.

Anyone willing had two convenient options to make donations for the benefit of young Sakhalin residents in difficult life circumstances: they could make a bank transfer or donate cash by putting it in special boxes installed, as usual, in the company’s offices and in the Zima Highland residential complex. As per the rules of the Hurry Up For Good Deeds Programme, the company matched the funds raised by employees.

Incidentally, Steve Jobs compared his business model to the Beatles. According to him, the four musicians balanced and completed one

another, and the result exceeded by far the sum of the individual parts. “That’s how I see business: great things in business are never done by one person; they’re done by a team of people,” Steve Jobs said. Although we cannot equate business and philanthropy, teamwork remains fundamental to success in both. Therefore, we will continue working as a team and multiplying good, both on holidays and in everyday life.

AFTERWORD

We had a phone conversation with Irina Tisovskaya, Director of the Raduga Boarding School for orphans and children without parental care.

— **Irina, our congratulations! Sakhalin Energy employees have selected your organisation as a beneficiary of our charitable campaign.**

— Thank you very much. I still cannot believe that our dream will come true. I haven’t even told my colleagues about it so as not to speak too soon.

— **You requested financial aid for the purchase of an interactive sandbox, which does not seem like a significant acquisition.**

— But in fact it is. An interactive sandbox is not just a toy; it is a unique system, an important tool for psycho-correction therapy. It helps to build an individualised educational trajectory for each child. Despite their young age, our boarders have already experienced serious hardships. These children are orphans or have been left without parental care for other reasons. In addition, most of them have a history of various diseases. This is why we have speech therapists, remedial teachers, psychologists in our institution. For them, this ‘toy’ will do a world of good — the operation of an interactive sandbox is based on augmented reality technologies. It is an entirely new, unique and, at the same time, accessible way to present educational material.



Pupils of the boarding school “Rainbow”

— **Who came up with this idea?**

— As the director, I often visit different educational institutions. During such visits, I always pay attention to interesting and useful things, and immediately think of how we could apply them in our work. Several years ago, I attended a conference in Krasnodar. The organisers arranged a trip for us to a correctional school. It was what the schools of the future will probably be like. The school is attended by more than 250 children with special needs, including 60 children with autism. The teaching staff of this institution achieve amazing results, and new technologies contribute to their success considerably. I got enthusiastic about the advancements I had seen and tried to implement some of the ideas in our school, too. And now we will have our own interactive sandbox.

— **Irina, working with children — and in your case, children with special needs — requires tremendous physical and mental endurance. How do you manage to cope with the challenge?**

— Working with children is a great responsibility, but at the same time, it is also a source of joy. Every day we help special children overcome their disabilities. Any success achieved by our boys and girls, no matter how insignificant it may seem, is actually a big victory. I believe in every child! We get remarkably motivated when our joint work brings results and we see that a young person is prepared to live an independent life as an adult, because we realise that it was we, who helped them to find their feet. One does not become independent overnight. It takes a long time and much effort to prepare

a child with special needs for adulthood, to take responsibility for themselves and their future.

Let me provide an example. Quite recently, a boy, Maxim, was brought to our establishment. The boy was eight and a half years old already, but he had not started school yet: Maxim had been diagnosed with mild mental retardation. We decided to send him to the preschool attended by our wards. Jointly with the staff of the preschool, the specialists of the boarding school developed an individualised programme for the boy. A whole team of adults did so much work for one kid! Maxim came to us in January. As early as in May, the psychological, medical, and pedagogical commission withdrew the diagnosis, and in the autumn of the same year he was admitted to the first grade to study according to the general school curriculum.

And there is more to this story! At the preschool, Maxim made friends with a girl named Alice, whose mother worked as a medical nurse there. For a few months, they visited Maxim here, took him to their place for the weekends, and eventually adopted him. See what miracles happen at our boarding school? And you say it is hard work only!

We are very happy that there are people who, despite the difficult times, are still kind-hearted, full of optimism, and eager to make a difference in the world. Many thanks to your staff!

■ Recorded by Elena Gurshal

In a Cultural Dialogue

Sakhalin Energy met with representatives of Yuzhno-Sakhalinsk art-residence Mayak. This event is the first step in the company’s dialogue with a new creative cluster in the region, aimed at implementing joint cultural initiatives and social transformation projects.

The starting point of the interaction was the first-person story: at a two-hour meeting Anton Baranov, Prigorodnoye PC Engineer, presented to the guests an overview of production processes of Sakhalin Energy. How oil and gas are produced, what is LNG and what exactly is it used for, where does the crude oil go — these and many other topics became the first bright strokes of the large-scale picture Sakhalin-2 — one of the most technically complex integrated oil and gas projects.

“In today’s world, creativity is becoming as valuable a resource as oil and gas, therefore, the focus on creative audience has become a key element in preparing the presentation. To make an interesting “product”, it was important to make clear analogies with engineering know-hows and key processes in the industry. Sometimes I was surprised with unusual metaphors and representations that audience used in their numerous questions — all of this gives confidence that they will most certainly put their thoughts into future projects,” shared his impressions Anton Baranov.

“The main purpose of the art-residence is changing the attitude to the place where you live. Today, when technologies



play a leading role, when a person can see a museum exposition without leaving the house, it is important to interest “viewer” in something new. And resources of innovative Sakhalin Energy could play a significant role in it — both as instrument and as inspiration. In return, the region would receive a dramatic and original cultural event. In parallel, new opportunities for



further self-realization would open up for us,” said Juliana Bazhina, Director of Mayak art-residence.

Support for culture is one of the priorities for social investments of Sakhalin Energy in development of the region of operation, which is implemented in cooperation with the authorities, the public and leading experts. This pool has now been replenished with representatives of the new creative cluster: cooperation with them sets another vector of movement, so interaction with the region would be useful both for the island and for the company.

The event concluded with a decision to convene such meetings on a regular basis. Sakhalin Energy became the first oil and gas company in the region to initiate such a dialogue with the local art community.

■ Marina Semitko

