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WORK DURING THE COVID-19 PANDEMIC Sakhalin Energy's Experience

Sakhalin Energy Investment Company Ltd.

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PUBLIC RELATIONS BEST PRACTICES OVERVIEW

ISSUE 4

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This book is the 4th publication in the series "Public Relations. Best Practices Overview". It gives an overview of Sakhalin Energy's unique experience of working under the restrictions enforced due to the novel coronavirus (COVID-19) pandemic.

This publication is intended for professional audiences as well as members of the general public who are interested in business practices and corporate culture evolution in times of instability, internal and external communications, and social responsibility in business.

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Contents

We Will Lead the Parade!	Planes Fly, Ships Sail Arrangement of logistic support for personne on rotation during the COVID-19 pandemic		
The General Coordinating Committee and three Task Forces were created to ensure efficient operation of the company under the high alert mode			
7	15		
Threat to Health Reduced, Oil and Gas Produced	Daddy on a Long Rotation Shift		
Sakhalin Energy adopted measures to protect personnel during the COVID-19 pandemic	Changes in the work schedule of rotational employees		
35	45		
A Pit Stop on the Sakhalin-2 Track	Let All Your Frustration Out Psychological counselling for company		
and the transition of technical measures for the large-scale scheduled shutdown of the Sakhalin-2 project production facilities to the high alert mode 61	personnel at remote production sites and at the temporary accommodation facilities 73		
and the transition of technical measures for the large-scale scheduled shutdown of the Sakhalin-2 project production facilities to the high alert mode Going for Amendments	Table 2012 Personnel at remote production sites and at the temporary accommodation facilities 73		
Imely response to changing conditions and the transition of technical measures for the large-scale scheduled shutdown of the Sakhalin-2 project production facilities to the high alert mode 61 Going for Amendments Organisation of early voting on amendments to the Constitution of the Russian Federation at remote production sites and temporary accommodation facilities	The temporary accommodation facilities To a commodation facilities To a commodation facilities To a comporate Corona Art Creative initiatives: a corporate contest for the best Coronatales story and artwork		

Who Lives in the Little House?

Arrangement of temporary accommodation facilities for personnel as a measure to counter the spread of coronavirus infection COVID-19

53

Lessons of Self-Isolation

Training arrangement for personnel and

contractors of Sakhalin Energy under the

conditions of a 14-day self-isolation in

temporary accommodation facilities

Talk to Me...

Keeping Sakhalin-2 employees informed about the measures being taken to combat the spread of the coronavirus

81

for

If I Am with My Friend... Projects in the field of education, social

protection and healthcare aimed at fighting COVID-19 and mitigating the impacts of the coronavirus pandemic

In 2020 the world faced a new challenge — the COVID-19 pandemic. The resulting restrictions had an impact on all aspects of social, economic and cultural life. The current period of uncertainty is a stress-test for each individual person as well as for organisations, including the oil and gas sector.

With the novel disease rapidly spreading, Sakhalin Energy's proactive approach has enabled us to put in place relevant mitigations to make our people safe and support the continued operation of Sakhalin-2 remote facilities.

Streamlined internal teamwork and effective engagement with government authorities helped Sakhalin Energy to promptly respond to the changing circumstances and develop non-standard solutions as quickly as possible. As a result of this extensive work, the company continued to execute its key activities in an integrated manner while working in a high alert mode.

In this book we are sharing our experience, which may help various businesses to operate in a sustainable manner under challenging circumstances.

Should you have any questions, please contact us at: ask@sakhalinenergy.ru.

We Will Lead the Parade!

The General Coordinating Committee and three Task Forces were created to ensure efficient operation of the company under the high alert mode

In 2020, the COVID-19 pandemic became one of the most serious global challenges. The high alert mode was in place in the Russian Federation, including Sakhalin Oblast, for many weeks. The same mode was also announced at Sakhalin Energy. In the complicated epidemic and economic situation, it was critically important to arrange efficient management of the company as an organisation with a continuous production cycle and decision-making process. For this purpose, the company set up the General Coordinating Committee (GCC), chaired by the Chief Executive Officer and three Task Forces by areas of activity to ensure the continuous operation of the company amid the rapid spread of the coronavirus infection. The large scheduled shutdown (LSS) of the gas integrated chain at Sakhalin Energy in summer 2020 was an additional factor affecting work of the GCC and Task Forces. Among the associated risks of the LSS there were the inability to attract foreign contractors and difficulties with the delivery of materials and equipment to the island because of restrictions imposed by the Russian government authorities; the mandatory two-week observation of personnel, as required by the Government of Sakhalin Oblast, and the need to take epidemiological response measures at the facilities.

- To ensure efficient management of the company and continuous production under the high alert mode.
- To ensure personnel safety and health.
- To ensure efficient engagement with the key stakeholders of the company in the complicated epidemic

OBJECTIVES

- To develop the company management structure with due regard to the main areas of its activities.
- To support the local regulatory framework, ensuring funcTo coordinate the schedule of the large scheduled tioning of the structure and validity of decision-making.
- To develop the system of stakeholder engagement under existing restrictions.
- To develop measures to prevent the spread of infection at the company facilities.

TARGET AUDIENCE

- Sakhalin Energy employees.
- Sakhalin-2 contractors.
- Sakhalin Energy shareholders.

PARTICIPANTS

- Members of the Sakhalin Energy Committee of Executive Directors (GCC members).
- Heads of Sakhalin Energy divisions (GCC members).

REGULATORY DOCUMENTS

- Order of the Chief Executive Officer dated 19 March 2020 On Setting Up the General Coordinating Committee for Continuous Operation of the Company during the Coronavirus Infection (COVID-19) Pandemic.
- Order No. 635-r of the RF Government dated 16 March 2020 On Temporary Restriction of Entry of Foreign Citizens and Stateless Persons to the Russian Federation and Temporary Suspension of Processing and Issuing Visas and Invitations.

situation and under restrictions imposed by the federal and regional government authorities.

- To carry out the large scheduled shutdown of the gas integrated chain according to the decisions of shareholders and company management.
- To coordinate actions in the event of employees' infection and infection ingress into the company facilities.
- shutdown of the gas integrated chain with due regard to the restrictions imposed by the government authorities and company requirements for the safety of production facilities and maintenance of staff health.
- Government authorities of the Russian Federation and Sakhalin Oblast.
- Sakhalin-2 project lenders.
- Sakhalin Energy employees (within the frames of GCC) Secretariat activities).
- Decree No. 16 of the Governor of Sakhalin Oblast dated 18 March 2020 On implementing the regime of high alert for public administration and assets of the Sakhalin territorial subsystem of the unified state emergency response system and adopting certain measures to prevent spread of the novel coronavirus (2019-nCoV) in Sakhalin Oblast.

CONCEPT

Pursuant to the Executive Order of the RF Government. the Decree of the Governor of Sakhalin Oblast and the Order of the Chief Executive Officer of Sakhalin Energy, the General Coordinating Committee for continuous operation of the company and Task Forces by areas of activity were set up at Sakhalin Energy to enhance measures to prevent the spread of the coronavirus infection, to take prompt management decisions aimed at ensuring the stable operation of the company during the pandemic, and considering the situation on the global energy markets and possible growth of the impact of sanction risks.

IMPLEMENTATION

In March 2020 the company set up and provided for 24/7 operation of the General Coordinating Committee chaired by the Chief Executive Officer during the period of COVID-19 pandemic. It included three Task Forces that ensured continuous operation of the company 24/7.

The first Task Force was responsible for developing and implementing measures to prevent the spread of coronavirus at the facilities. It included specialists from the Corporate Health Section, HR Directorate, Facilities Management and Development Division and other divisions.

The second Task Force, chaired by the Production Director, was engaged in ensuring reliable production, product shipment and implementation of project activities. Apart from employees of the Production Directorate, the Task Force included representatives of the Commercial, Technical, and Finance Directorates. Even in the complicated epidemic situation and the down market, the company is obliged to ensure continuous production, a stable supply of hydrocarbons and to continue its activities according to the schedule approved by shareholders. The Task Force was responsible for the assessment of the cumulative impact of adverse factors on current business and developed an action plan to minimise those factors.

The third Task Force, chaired by the Finance Director, ensured sustainable cash flow and risk control amidst sanctions.

Permanent members of the GCC also included heads of a number of divisions: Industrial and Fire Safety. Blow-out and Emergency Response Department; the Health, Safety and Environment (HSE) Department; the Information Technology (IT) and Information Management Department; the Corporate Security Department; the Corporate Affairs Department; the Logistics Service; the Facilities Management and Development Division.

GCC meetings were held on a daily basis, including holidays and days off for the purpose of prompt response with due regard to the existing situation, decisions of shareholders, recommendations and resolutions of government authorities. During its work, the GCC developed and implemented the Unified Comprehensive Action Plan, which was updated as needed.

To coordinate actions of divisions in the course of their work, the GCC set up a Secretariat chaired by the HSE and Industrial Safety Advisor of the Chief Executive Officer, which included employees of the Corporate Affairs Department. The Secretariat was responsible for analysing the work of Task Forces, collecting of information in their areas of activity, coordinating stakeholder engagement on COVID-19 matters, arranging GCC daily meetings, preparing reports, translation support, etc.

All decisions related to the security of facilities, protection of employee health and production continuity during the COVID-19 pandemic were taken by the GCC. Many of these decisions were innovative for the company and the industry (see other cases in this digest for detailed information).

RESULTS

- Sakhalin Energy created an efficient system of operational management of the company under the high alert mode on an urgent basis.
- Production activities were conducted according to schedule and without incidents.
- Hydrocarbons were supplied to buyers according to schedule.
- The work plan for the LSS of the gas integrated chain was updated promptly with due regard to the epidemic situation and agreed upon with the stakeholders.

- The LSS was carried out according to the modified schedule and without incidents.
- A plan of epidemiological response measures was developed, approved by the government authorities and implemented at all company facilities (as well as updated promptly).
- A procedure for transferring some personnel to distance work was determined.
- An IT action plan for arranging distance work was developed and implemented.
- An algorithm for the rotation of company personnel and contractors was determined and new rotation schedules were developed (see Case "Daddy on a Long Rotation Shift").

- The epidemic threshold of seasonal diseases was not exceeded at any Sakhalin Energy production facility (see Case "Threat to Health Reduced - Oil and Gas Produced").
- A matrix of stakeholder engagement within the framework of GCC operations was developed.
- Efficient engagement with the government authorities in fighting COVID-19 was built. It enabled the company to respond promptly to the restrictions imposed by the Russian Federation and Sakhalin Oblast.
- The company provided data collection, analysis, and subsequent efficient notification and maintenance of documentation on its activities amidst the pandemic (see Case "Talk to Me").
- The company developed and agreed on a strategy for a phased withdrawal from the high alert mode.

DEVELOPMENT

If a new wave of pandemic is announced, a return to the The company continually reviews its experience in vared zone, high alert mode and use of tried and tested methods is provided for.

rious areas of activity obtained as a result of working in

a high alert mode and in the complicated epidemic and

The strategy approved by the GCC for the company to withdraw from the high alert mode (the so-called red zone) assumes a transition to the new reality with due regard to experience gained and time requirements. New reality elements include the digital transformation of the company, transition of a portion of personnel to distance work, optimisation of office space, partial diagnostics of equipment, remote consultations on equipment maintenance and repair by equipment manufacturers, partial adoption of online communications with stakeholders, implementation of additional epidemiological response measures. These measures include temperature measuring at the entrances to the offices and facilities, prohibition on visiting company offices by employees and third parties showing symptoms of acute respiratory viral infection, etc.

FEEDBACK AND QUOTES:

"There were situations when all the Task Forces had to deal with the same challenge, requiring consolidated efforts. For example, the etablishment of observation facilities in accordance with Sakhalin Governor's Executive order on self-isolation of all people arriving in Sakhalin Oblast. About 40% of our rotators live on the mainland. This is why establishing temporary accommodation facilities has become a priority objective not only for our Task Forces, but also for many company functions and departments. The first Task Force, together with Logistics Service, created the North/South Passenger Flow Distribution Diagram. In the meantime, we had to find accommodation faci*lities for hundreds of people, making sure that people* would not just stay there, but be properly self-isolated. To get this done, we had to promptly address a number of issues, including financial matters. In the end, we successfully solved this colossal, multi-faceted challenge in an extremely short time frame."

Roman Dashkov, Chairman of Committee of Executive Directors, Chief Executive Officer, Sakhalin Energy

"All production and administrative processes are carried out, the teams maintain an atmosphere of mutual understanding, which, accordingly, influences staff performance. Maintaining morale and teamwork is one of our key tasks. But the most important thing is the continuity of production and the implementation of crucial decisions. The company's workflow is not interrupted for a second."

Andrey Okhotkin, Commercial Director, Sakhalin Energy

"It should be noted that from the very beginning the company's proactive approach bought us some time to work out challenging issues in detail and make relevant decisions."

Andrey Oleinikov, HSE and Industrial Safety Advisor to Chief Executive Officer, Sakhalin Energy

"We have a system for ensuring emergency preparedness and a communication flowchart. Besides, there is a procedure in place for business continuity recovery during a pandemic which we have tailored to the current circumstances."

Konstantin Kokorin, Head of Corporate Health Section, Sakhalin Energy

Planes Fly, Ships Sail...

Arrangement of logistic support for personnel on rotation during the COVID-19 pandemic

All of the Sakhalin-2 production facilities are located within Sakhalin Oblast and at a significant geographical distance from each other. Three offshore oil and gas production platforms and an onshore processing facility (OPF) with the compression station construction site are located in the north of Sakhalin in Nogliki District. The Prigorod-noye production complex including the LNG plant is located in the south of the island.

For the purpose of minimising the risks of coronavirus infection ingress into the production facilities, the company developed a logistics plan for the delivery of personnel on rotation, which distributes passenger traffic via the northern and southern hubs. The temporary accommodation facilities were also arranged there (see Case "Who Lives in the Little House?"). That plan took into account the region an employee arrived from (including the epidemic situation of that region) and location of the production facility the employee planned to work at. The plan was approved by the Department of Rospotrebnadzor for Sakhalin Oblast as a part of the "Action Plan to Prevent the Delivery of Coronavirus Infection to Sakhalin Energy Remote Facilities".

The ever-changing epidemic conditions in different regions of Russia, problems with the use of Moscow airports because of the extremely unfavourable epidemic situation and air traffic restrictions imposed by the Government of Sakhalin Oblast were the main difficulties in arranging activities according to the approved plan. Additionally, work was hindered significantly both by the ice situation in the navigation districts for carrying personnel to the company offshore facilities and by adverse weather conditions for air operations.

 To prevent the delivery of coronavirus infection to com To optimise passenger traffic of personnel on rotation pany production facilities.

OBJECTIVES

- To develop a traffic chart of personnel on rotation.
- To agree on the traffic chart of personnel on rotation with the Department of Rospotrebnadzor for Sakhalin Oblast.
- To update the traffic chart of personnel on rotation due to the epidemic situation in different regions of Russia.

TARGET AUDIENCE

 Sakhalin Energy personnel and Sakhalin-2 contractors
 Government authorities of the Russian Federation and working on rotation.

PARTICIPANTS

- Directors (GCC members).
- Parade!").
- Sakhalin Energy Logistics Service.

REGULATORY DOCUMENTS

- Order of the Chief Executive Officer dated 19 March 2020 On Setting up the General Coordinating Committee for Continuous Operation of the Company during the
- Action Plan to Prevent Delivery of Coronavirus Infection to Sakhalin Energy Remote Facilities dated 6 April 2020.

- To implement the traffic chart in the airports of Khabarovsk. Yuzhno-Sakhalinsk and Nogliki.
- To arrange the ground and sea delivery of personnel.
- Members of the Sakhalin Energy Committee of Executive
 Avrora Airline, Aviashelf JSC (contractors in the field of air transport).
- Members of Reliable Production / Cargo loading / Pro-JSC (contractors in the field of rail traffic).
 - Polarus LLC (contractor in the field of maritime traffic).
 - SM Trading LLC, Sodexo EurAsia LLC (contractors in the field of road transportation).
 - Minutes of the meeting of the General Coordinating Committee to Ensure Company's Business Continuity During Coronavirus (COVID-19) Pandemic, dated 6 April 2020.

CONCEPT

Sakhalin-2 is an international project. The share of Russian personnel accounted for about 95% in 2020, where people of Sakhalin accounted for more than 55%. Among the Russian personnel on rotation the share of Sakhalin people made up 49%, while the remaining part was represented by residents of more than 50 regions of Russia.

In order to prevent (mitigate) the risk of delivery of coronavirus infection to its production facilities, Sakhalin Energy developed a logistics plan for the delivery of its personnel to the northern and southern facilities via Nogliki Airport (from Khabarovsk) in the north and Yuzhno-Sakhalinsk Airport in the south. Air, railway, maritime and road transport facilities were used to transport personnel.

IMPLEMENTATION

Sakhalin Oblast is the only island-based region in the Russian Federation. The insularity and remoteness from the European part of the country allowed the government of the region to implement preventative and precautionary measures rather promptly amidst the rapid spread of infection. High-quality engagement and communications with the authorities allowed the company to make timely decisions, minimising the risks of infection spreading. Among these decisions is the plan for the delivery of personnel to the company production facilities.

Khabarovsk Airport was mostly used as a transfer hub to deliver personnel to the northern production facilities. Employees arriving from Russian regions by different flights were accommodated in a specially equipped concourse of Khabarovsk Airport without the right to go out into the city. Upon arrival, the personnel were delivered to Nogliki Airport by charter flights arranged by the regional airline company Avrora, a company contractor. It shall be noted that according to Order No. 74 of the Emergency Prevention and Response and Fire Safety Commission of Sakhalin Oblast dated 26 March 2020 signed by the Governor of Sakhalin Oblast, reception of regular interregional flights by Okha and Nogliki Airports was suspended. Flights performed by the company were not regular and were performed every time on the basis of permissions received from the Ministry of Transport of Russia.

Personnel were delivered from Nogliki Airport to the temporary accommodation facilities (TAF) (see Case "Who Lives in the Little House?") by specially equipped road transport and in compliance with all epidemic safety rules. For this purpose, the employees who arrived to Sakhalin had to take a COVID-19 test, received an observation order from the Department of Rospotrebnadzor for Sakhalin Oblast and proceeded to the TAFs wearing masks and gloves. After the 14-day isolation, employees were transported to the "sterile" production facilities by maritime, air (helicopter) and road transport.

If necessary, personnel were delivered to the northern production facilities after isolation in the southern TAFs by air transport (charter flights) via the "sterile corridor" provided in Yuzhno-Sakhalinsk and Nogliki Airports.

If employees waiting for the flights to the facilities after their isolation period expired could be exposed to the risk of meeting people who were arriving to undergo isolation during the crew change in Nogliki Airport, Sakhalin Energy Logistics Service and airport services separated passenger traffic flows. "Clean" employees used one entrance to the building of the airport where the passenger traffic was controlled by employees wearing PPE (complete set: Tyvek suit, gloves, protective goggles and masks), while incoming employees used a different entrance. Passenger traffic flows were separated throughout their route in the airport, including restrooms and smoking areas in order to avoid contact and the risk of infection.

Upon completion of the 14-day isolation, employees were delivered to the offshore platforms by air or maritime transport: three Mi-8 helicopters (operated by Aviashelf) when the weather was suitable for flying or by ships designed to carry personnel (Polar Baikal and Polar Piltun).

Personnel of the southern production facilities who arrived to Sakhalin Oblast from the mainland to Yuzhno-Sakhalinsk Airport were delivered to Yuzhno-Sakhalinsk and Korsakov TAFs by the company specially equipped road transport.

Supply vessel crew changes were carried out upon completion of isolation in the southern TAFs using "sterile" road transport via the shore base at Sakhalin Western Sea Port in Kholmsk.

The procedure for the delivery of employees arriving from regions with an unfavourable epidemic situation was made especially thoroughly, taking into account the decline of the number of domestic flights by 80-85% from the regular schedule. In particular, Moscow airports were excluded from the Sakhalin Energy logistic plans for several months (except for the delivery of employees from Moscow and the Moscow Region).

RESULTS

- A logistics plan minimising the risk of delivery of coronavirus infection to the company production facilities was developed and implemented.
- During the pandemic of 2020, including the time of mass rotations during the large scheduled shutdown of the gas integrated chain, no cases of infection delivery to the company production facilities were registered.
- The following flights were made from 22 April to 30 June:
- 146 flights by helicopters, from Nogliki Airport to the platforms (Molikpag, Piltun-Astokhskove-B, Lunskoye-A) and back.
- 70 flights by planes (charter flights) along the routes of Khabarovsk - Nogliki - Khabarovsk, Yuzhno-Sakhalinsk — Nogliki — Yuzhno-Sakhalinsk (and in other combinations).
- Personnel conveyed by air transport during the aforesaid period amounted to 2,067 people (1,038 people by helicopters and 1,029 people by planes); 250 people were transported by railway.
- Support of the regional airline during the economically challenging time (significant decline of regular air flights). Throughout the quarantine actions performed by Sakhalin

charter flights.

DEVELOPMENT

Energy, Avrora Airline designated personnel to handle

 Support of other contracting transport companies during the economically challenging time.

The personnel delivery plan via the northern and southern hubs depending on the geographical location of production facilities is to be used after the high alert mode is repealed in Sakhalin Oblast and in the company.

FEEDBACK AND QUOTES:

"Properly arranged crew changes are key to making sure our assets are "sterile". We've managed to accomplish this by putting in place all sorts of protective barriers. In other words, we fully supervise every single stage of the crew change process."

> Andrey Oleinikov, HSE and Industrial Safety Advisor to Chief Executive Officer, Sakhalin Energy

"All maritime contractors of Sakhalin Energy have immediately responded to the pandemic: in accordance with instructions issued by federal and regional authorities all vessel crews have been isolated or contacts with third parties have been minimized. Response measures as well included remote discussion of management issues, disinfection arrangements etc. All the activities were based on predetermined incident specific response plans, allowing for uninterrupted supply of company's remote assets."

Vadim Panin, Logistics Manager, Sakhalin Energy

Who Lives in the Little House?

Arrangement of temporary accommodation facilities for personnel as a measure to counter the spread of coronavirus infection COVID-19

Amidst the coronavirus infection pandemic, the company needs to continue its regular activities, to fulfil all its obligations and to ensure the safety of Sakhalin-2 employees and production reliability.

Therefore, in 2020, Sakhalin Energy developed a package of epidemic response measures to protect its industrial facilities, keep them "sterile" and to conduct its production activities continuously.

Measures implemented by the company fully conform to the requirements placed on employers by the government authorities of the Russian Federation and Sakhalin Oblast.

One of the main epidemiological response measures, along with early identification of a vehicle of coronavirus infection, is a mandatory temporary isolation for each employee before entering the territory of a production facility (14-day observation). The duration of this period coincides with the incubation period of coronavirus infection. Amidst the pandemic, the company promptly decided to arrange specially equipped temporary accommodation facilities (TAF) for isolating rotation workers engaged in the Sakhalin-2 project in order to protect production facilities from the ingress of coronavirus infection and to ease the burden on local authorities.

- To prevent the appearance and spread of coronavirus infection on the territory of Sakhalin-2 facilities.
- To ensure continuous, stable and safe operation of the company production facilities.

OBJECTIVES

- To find buildings and premises meeting all epidemic
- To arrange TAFs and to provide all necessary living conditions according to the requirements of government authorities and corporate standards.
- To develop, agree to and implement epidemic response measures in TAFs.

TARGET AUDIENCE

- Employees of Sakhalin Energy and contracting organisaCompetent regulatory government authorities (Ministry) tions arriving at the production facilities of the company.
- Government of Sakhalin Oblast and municipal authorities.

PARTICIPANTS

Employees of various departments at Sakhalin Energy involved in the arrangement of TAFs.

REGULATORY DOCUMENTS

- Decree of the President of the Russian Federation On Measures to Ensure the Sanitary and Epidemiological Welfare of the Population Due to the Spread of Coronavirus Infection dated 22 April 2020.
- Resolution of the Government of the Russian Federation On Approving the Temporary Rules of Work under a Rotation System.

• To ensure the safety of employees and to protect their

- To train TAF employees to perform disinfection measures.
- To arrange for medical observation and testing of people living in TAFs.
- To provide for timely communication and notification of newly arrived people and people already living in TAFs.
- To develop or update regulatory documents governing the arrangement and operation of TAFs.
- of Health of Sakhalin Oblast, Department of Rospotrebnadzor for Sakhalin Oblast).
- Sakhalin Energy shareholders.
- Sakhalin-2 project lenders.
- Company contractors involved in maintenance of TAFs. Owners of facilities arranged as TAFs.
- Decrees of the Governor of Sakhalin Oblast.
- Orders of the Emergency Prevention and Response and Fire Safety Commission of Sakhalin Oblast.
- Temporary Accommodation Facility Management and Operation Regulation of Sakhalin Energy.
- Order of HR Director dated 19 March 2020 On Additional Measures to Prevent the Spread of Coronavirus Infection.

CONCEPT

For the purpose of arranging personnel rotation and protecting company production facilities against the delivery and spread of COVID-19, it was decided to arrange delivery of employees to the facilities only after their 14-day observation, subject to the absence of clinical symptoms of coronavirus infection and two negative COVID-19 tests.

Company production facilities include three offshore production platforms and an onshore processing facility with the compression station construction site in the north of Sakhalin, the Prigorodnoye production complex in the south of the island, as well as onshore pipeline facilities.

When determining the place for the two-week isolation, the company took into consideration the region an employee arrived from and location of the facility where an employee will rotate in.

IMPLEMENTATION

Preparation of temporary accommodation facilities

Since there were no sites and facilities in the region which would be ready for use as observation facilities, the company started their arrangement from scratch on its own.

Company specialists conducted a preliminary evaluation of:

- current Russian requirements for arranging observation facilities and international practices;
- the demand for human resources in the company and its contractors (number of people and distribution of time in light of changes in the rotation system, see Case "Daddy on a Long Rotation Shift");
- readiness of potential places for arranging TAFs for changes and operation as observation facilities.

Following that evaluation, the company determined and articulated its requirements for TAFs and measures to control compliance with those requirements, delineated responsibilities between the company and its contractors, established efficient communications with the regional authorities (Department of Rospotrebnadzor, Ministry of Health of Sakhalin Oblast), chose facilities for arranging TAFs and assigned responsible persons

for each facility (company employees engaged in preparing these facilities for operation). Further on, those employees provided assistance in the daily work of temporary facilities and controlled compliance with the isolation regime by the TAF residents, as well as their fulfilment of other applicable requirements. All TAF employees were trained to perform epidemic response measures, including use of personal protective equipment and disinfection.

Finally, nine TAFs¹ were arranged and approved for operation by local representatives of Rospotrebnadzor (one in Korsakov, three in Yuzhno-Sakhalinsk, one in Gastello (Poronaysk District) where the booster station is located, and four in Nogliki District). Two observation facilities were also assigned for company employees who could be identified as people who had been in contact with persons infected with COVID-19. Such employees lived in the observation facility and stayed under the observation of a medical officer round the clock for 14 days. One such observation facility was arranged in Korsakov, and the other one in

¹ At the initial stage. Later on, the company optimised the number of TAFs (seven TAFs remained operational).

Yuzhno-Sakhalinsk (in a separate building of the Zima Highlands Residential Complex).

In the event of positive COVID-19 tests or any clinical symptoms, employees shall be taken to a state virus hospital.

For the purpose of preparing the TAFs for operation, the company furnished them with the necessary amount of material resources, tools, equipment for a 14-day isolation period, including the following:

- Internet and TV (which were not available earlier at remote sites):
- washing and cleaning detergents;

In order to enhance the efficiency of measures aimed at preventing the spread of coronavirus infection, the company had meetings with TAF owners and a round-table discussion for hotel owners who arranged southern TAFs, where a suitable scope of control was agreed.

Accommodation

All employees were accommodated in TAF premises by dates of their arrival and with due precautions aimed at excluding their contact with the maintenance staff. Shared accommodation with the groups of people who arrived at TAFs earlier was not allowed. The occupation of living guarters and living blocks was performed simultaneously. Before accommodation personal belongings of employees underwent screening (to discover any prohibited objects; to control delivery of medical products and perishable food). Employees underwent an induction on safety and rules of accommodation.

Living in TAFs

All employees were supplied with essential products for the two-week period of isolation (personal protective equipment, disinfecting agents, soap, toilet paper, etc.).

living in TAFs.

The company developed and adopted the procedures in all areas of vital activities (meals, change/washing of bed sheets, garbage disposal, cleaning of premises).

Meals

- personal protective equipment for employees servicing and protecting TAFs (security employees);
- disinfecting agents and surface and air disinfection units.

The company together with TAF building owners arranged zoning of premises according to the epidemiological requirements ("clean areas"² and "dirty areas"³), introduced a disinfection regime (air and surface disinfection upon opening any door to a currently inhabited rooms, waste treatment).

Officially approved accommodation rules were applied in the territory of and inside TAFs. For the purpose of convenience, they were published ("Self-Isolation Regime. Rules and Standards" brochure) and distributed among people

A menu for seven days or more was agreed upon with the Corporate Health Section at Sakhalin Energy. Meals were served three times a day in disposable tableware. In order to reduce the probability of infecting of employees living in TAFs as well as maintenance staff, meals were provided

² TAF premises with no risk of contact with potentially infected persons.

³ TAF premises where contact with potentially infected persons is possible (rooms where people undergoing observation are living, common areas) and interiors of transport vehicles inhabited by people undergoing observation and until they have been disinfected.

inside the living premises (without leaving rooms). Personnel involved in the delivery of ready meals were not involved in cleaning and/or disinfection of the premises.

Changing/washing the bedlinen

Each room was provided with sets of bedlinen and towels, one set for 7 days. People living in TAFs changed their bedlinen on their own. Used bedlinen and towels were collected in special bags for further disinfection. People living in TAFs washed their personal clothes by themselves, for this purpose a wash bucket or a washstand sink and laundry detergent were provided in each room. Upon discovery of any persons infected with COVID-19 among those living in a TAF or upon registering their contact with infected people, the bedlinen and towels would be disinfected by soaking them in a disinfecting solution (in a concentration corresponding to virus infections) and then washed as usual.

Waste disposal

Domestic waste was collected by residents in a bag and put outside the door. Bags were disinfected and then (after exposure to the disinfecting agent) were disposed as domestic solid waste to prevent transmission of infection between residents as well as TAF personnel.

Cleaning of premises

TAF personnel cleaned common premises only. Residents were responsible for cleaning their accommodations by themselves. Every TAF employee had to use personal protective equipment when entering the accommodation zone (e.g. for urgent repair work, etc.).

Medical observation

People staying in isolation in TAFs were tested for COVID-19 on their day of arrival and on the 11th day of their stay; CT lung screening was performed subject to medical indications. People under observation were subject to mandatory health control. For this purpose, an individual medical worker was assigned for each TAF for the purpose of:

- daily monitoring of the state of health of employees, either in-person or remotely (over the phone);
- twice daily temperature measurements and recording the results in the logbook.

Additional activities arrangement

physical shape.

RESULTS

The need to counter the spread of COVID-19 incited the company to find non-standard and proactive solutions. It facilitated minimisation of the risk of COVID-19 delivery to the production territories and enabled safe production and the "sterility" of the facilities.

measures:

- were met:

All employees had an opportunity to partake in distance learning, as well as remote assessment and testing of their knowledge (see Case "Lessons of Self-Isolation").

In their turn, facility supervisors prepared production plans for studying and preparing for the forthcoming rotation work at the production facility.

As it was impossible to arrange physical exercises or to hold sports events, the company provided training equipment to people living in TAFs (with due regard to the specific aspects of each facility), including various resistance bands, which allows for resistance training and maintaining good

As a result of the development and implementation of these

TAFs have been arranged and are working in compliance with the epidemiological response requirements;

the infrastructure of certain facilities used as TAFs was improved (Internet, etc.). This enabled continuous communications between the company and employees, and additionally, contributed to the development of regional business (which is particularly necessary in the difficult economic situation);

requirements of the regional and federal authorities to arrange and manage a 14-day observation of employees

medical support of employees during their stay in TAFs was provided (temperature measuring, interviews, visual examinations, testing, CT lung screening if necessary);

the owners of facilities in Sakhalin where the company arranged TAFs gained indispensable experience (with due regard to all sanitary and epidemiological requirements);

local company regulations were promptly developed and implemented (Temporary Accommodation Facility Management and Operation Regulation of Sakhalin Energy; TAF Accommodation Rules; Schedule of Transportation and Temporary Accommodation Arrangement; Decision-Making Matrix for Suspected COVID-19 in TAF; Interaction Procedure for Medical Evacuation upon Suspected COVID-19).

During the TAF operation period, the company production facilities remained "sterile". Thanks to teamwork, efficient and prompt interaction with the regional government authorities, and with the support of federal authorities and company shareholders, there have not been any cases of coronavirus infection registered at the Sakhalin Energy facilities.

DEVELOPMENT

The adoption of unprecedented decisions for the company ensured the continuity of all its business processes and the safety of employees' health. Solutions developed in arranging and using TAFs will apply in the future during periods of seasonal diseases.

The procedure for arranging and deploying TAFs for business needs in collaboration with Sakhalin hotel service entities is ready for future use.

FEEDBACK AND QUOTATIONS

"Such a responsible approach of the business is the main reason why 97% of the economy continues to work in Sakhalin Oblast at the moment while battling with COVID-19. All of the most important industries, including oil and gas production, are continuing their activities."

Valery Limarenko, Governor of Sakhalin Oblast

"Sakhalin Energy, with our help, was among the first to develop an action plan to prevent delivery of coronavirus infection.

Isolation of a potentially infected person from other people is one of the key measures in fighting coronavirus, and official observation facilities, like the ones the company has, play a very important role." Galina Kovtonyuk, Deputy Head of the Department of Rospotrebnadzor for Sakhalin Oblast

"In several weeks, the company's specialists were able not only to arrange nine temporary accommodation faciliites and two observation facilities in the region, but also to organise medical observation and testing for COVID-19 in them. It was an extremely difficult task: we had to find suitable buildings, get approvals from the government bodies, develop an anti-epidemic regime regulations and schemes for the safe transportation of each employee, ensure effective security, uninterrupted supply of materials and, finally, coordinate all services at the site. Together, we did it!"

> Natalya Kizima, Chief Specialist of Corporate Health Section, Sakhalin Energy

Threat to Health Reduced, Oil and Gas Produced

Sakhalin Energy adopted measures to protect personnel during the COVID-19 pandemic

When the first tidings of the novel coronavirus infection started coming at the beginning of 2020, company management realised that the spread of the disease could seriously affect the health of both company and contractor personnel, as well as our operations.

The company took an effective, innovative and proactive approach in many of its activities, including safeguarding the health of personnel, to mitigate potential consequences of the pandemic and ensure continuous operations at all company assets.

- Ensure compliance with the statutory sanitary and epide Keep all employees informed about disease prevention miological requirements.
- infection finding its way to the sites.
- company, its contractors and subcontractors working on the sites and in the company offices.
- matters.
- Create the necessary environment to reduce the risk of
 Ensure that all assets are "sterile" and the people found positive are promptly isolated.
- Minimise the exposure risks for the employees of the
 Mitigate possible psychological issues related to the pandemic.

and communicate them to as many employees as possible.

to contractors, and provide support to make sure such

Put in place enforcement of the statutory and corporate

Set up permanent consultative support (hotline, psycho-

OBJECTIVES

- Ensure that site medical services are focused in two
 Prepare information materials on the infection prevention, areas — prophylaxis (prevention of penetration and spread of the coronavirus infection) and treatment (provision of medical aid and medical evacuation for infected personnel).
- Adopt epidemic response measures on the sites and
 Circulate the disease control and prevention requirements in the company offices, including the use of individual preventive remedies and PPE (antiseptic agents, face masks, and gloves).
- Arrange COVID-19 testing for rotation and office personnel.
- Develop and/or update the necessary corporate documents pertaining to prevention of coronavirus penetration and spread.
- TARGET AUDIENCE
- Families of the company and contractor personnel.
- Communities where Sakhalin Energy's assets are located, and the general population of Sakhalin Oblast.
- Government of Sakhalin Oblast and municipal authorities.

PARTICIPANTS

- Epidemic Prevention and Response Task Force.
- Corporate Health Section.
- Department of Rospotrebnadzor for Sakhalin Oblast.

- Personnel of the company and contracting organisations.
 Competent regulatory authorities (Rospotrebnadzor Department for Sakhalin Oblast, Ministry of Health of Sakhalin Oblast).
 - Sakhalin Energy shareholders.
 - Sakhalin-2 project lenders.

logical first aid line. etc.).

requirements are duly implemented.

sanitary and epidemic requirements.

- Ministry of Health of Sakhalin Oblast.
- Contracting organisations and companies participating in the epidemic response activities.

REGULATORY DOCUMENTS

Statutory:

- Decree of the President of the Russian Federation on Measures to Ensure the Sanitary and Epidemiological Safety of the Population in Connection with the Spread of the Novel Coronavirus Infection (COVID-19).
- Sanitary and epidemiological rules and norms, recommended practices, resolutions of Rospotrebnadzor.
- Recommended practices of the Russian Ministry of Health.
- Decree of the Governor of Sakhalin Oblast No. 16 dated 18 March 2020 On Implementing the Regime of High Alert for Public Administration and Assets of the Sakhalin Territorial Subsystem of the Unified State Emergency Response System and Adopting Certain Measures to Prevent Spread of the Novel Coronavirus (2019-nCoV) in Sakhalin Oblast (as Amended).
- Decree of the Governor of Sakhalin Oblast No. 43 dated 12 May 2020 On Restriction of Entry to Sakhalin Oblast (as Amended).

Corporate:

- Health and Safety Standard.
- Personnel transportation and observation plans.
- Decision-making matrix for COVID-19 suspected cases on the sites.
- Engagement guidelines for medical evacuation in COVID-19 suspected cases.
- Regulation on set-up and operation of a temporary accommodation facility (TAF).

CONCEPT

In order to protect employees and the business during the pandemic, the company had to study the Russian COVID-19 control regulations and the best foreign prevention and control practices, and to start using them proactively.

For this purpose, the company set up the Epidemic Prevention and Response Task Force. It included specialists of Corporate Health Section, Facilities Management and Development Division, HR, IT and Communication and Media Relations Subdivision and others.

Task Force objectives:

- develop basic patterns and procedures for epidemic response support, protection of assets against penetration and spread of the infection, health protection for the Sakhalin-2 personnel and Sakhalin Oblast population;
- develop safeguarding measures for company employees and offices;
- engage with government authorities (Department of Rospontrebnadzor for Sakhalin Oblast, Ministry of Health of Sakhalin Oblast);
- closely engage with the health institutions of Yuzhno-Sakhalinsk and other settlements in regard to pandemic control matters:
- hold epidemic response activities;
- timely inform about the epidemic response activities, both ongoing and to be introduced;
- ensure proper medical services are in place at the company's assets, etc.

IMPLEMENTATION

The first thing health specialists of the company did was a thorough inspection of the readiness to respond to a flu pandemic, for the general epidemiological principles prescribe similar approaches amidst the novel coronavirus pandemic.

Based on the inspection results, the company planned a number of activities to reduce the probability of coronavirus finding its way to the company offices and sites, and to the families of employees. To put the plans into effect, Sakhalin Energy prepared and updated the necessary regulations, and formed teams to help the Corporate Health Section with setting up and operating the TAF (see Case "Who Lives in the Little House").

The first virus prevention measures in 2020 were introduced in February. Those were:

minimising business travel; recommending limiting private trips;

- limiting meetings with more than ten attendees; holding meetings preferably online:
- ceasing group sports activities with more than ten attendees in the recreational facilities of Zima Highlands Residential Complex (later the facilities were fully locked down):
- keeping personnel regularly informed about the statutory and corporate measures taken, about the necessity to comply with preventive measures, the personal and public hygiene rules, etc. (see Case "Talk to Me").

The first measures taken to effectively identify the disease at an early stage and to put a barrier to the spread of the infection among the team members included:

- mandatory 14-day isolation after the return of employees from abroad or other Russian regions and/or any other people living together with them;
- mandatory notification of the company (Health Section) and reducing office attendance in the case of any employee and/or people living together with them show respiratory disease symptoms or fever;
- mandatory completion of a screening questionnaire developed by the Health Section for employees and/or people living together with them who return from abroad or from other Russian regions;
- health monitoring of employees and/or people living together with them; tracing of possible contacts with the sick or those who returned from abroad or from other Russian regions.

In March-April, the health protection action plan was put in full effect, including:

- disinfection of premises and vehicles;
- setting up of teleworking and introduction of guidelines for staff visiting offices and returning to office work;
- setting up of office work:
- medical aid at the assets and in the TAFs:
- medical aid under voluntary health insurance policies.

Disinfection (cleanness and hygiene)

Contamination of the surfaces frequently touched by people is a typical way of spreading the COVID-19 virus. In this context, the company has developed requirements for the disinfection of premises and vehicles.

Office premises:

Vehicles:

disinfection of all vehicle's internal surfaces and the air inside the driver's cabin and the passenger compartment; vehicle disinfection requirements have been defined. including mandatory PPE for a disinfector (a person who performs the disinfection), the methods and priority of treatment for different places, treatment periodicity (before and after a journey), obligatory wearing of face masks by all people in the vehicle during transportation. etc.

Organisation of remote work and introduction of the rules for visiting and returning to the office

Pursuant to the statutory requirements (decree of Sakhalin Oblast Governor), all employees from the high-risk groups have been notified of the mandatory self-isolation at their place of residence (stay). Such groups include employees older than 65 years, and people with certain diseases. Such employees have been offered the option of either working remotely or, as per the decree, taking a sick leave.

For the safe and efficient teleworking, the company has prepared special information materials pertaining to the prevention of infection, arrangement of a workplace at home, anti-stress measures, etc., and made them available to all personnel.

additional disinfection measures have been introduced in all offices in Yuzhno-Sakhalinsk and in public areas of the Zima Highlands Residential Complex, namely: greater concentration of the disinfecting solution for treatment of surfaces in accordance with the guidelines for prevention of the virus and respiratory diseases; frequent disinfection (6-8 times a day) of contact surfaces (stair railings, door handles, etc.);

hand sanitizers (with user guides) have been placed in all conference rooms, security posts, reception areas, and cafeterias.

Special requirements have been developed for disinfection of the TAF premises (see Case "Who Lives in the Little House").

Remote working arrangements were put in place for most of the company employees to avoid coronavirus infection.

Sakhalin Energy has offered various ways of holding meetings, as well as mandatory and optional training (see Case 'Lessons of Self-Isolation") via remote access (video and teleconferences), and has ensured constant IT support.

Employees who work remotely and need physical (singletime) access to the office have been made aware of the procedure for arranging such visits (justification; approval; duration of visits no longer than four hours; wearing face masks and gloves).

Those employees who return to office work from teleworking, must follow the established algorithm including COVID-19 testing.

Working in the office

The company has developed and introduced infection prevention measures and social distancing rules for the offices:

- supplies of medical face masks, and their mandatory use in the public areas:
- setting and maintaining a social distancing of 1.5–2 metres;
- avoiding using an elevator if it is already occupied by four people:
- holding meetings mainly from the workplaces and via remote access (video and teleconferences);
- minimising employees' movement between the company offices:
- entry screening (in the beginning of each working day) contactless measurement of body temperature; removal of people showing fever and/or signs of infection from the workplace.

Employees who return to their workplaces from business trips or from leave must follow the procedure for returning to office work, which includes a coronavirus test and a specified self-isolation period, while their state of health is observed.

Medical aid on sites

The on-site epidemic response and medical support are at the forefront of company's attention. To meet these objectives, Sakhalin Energy has enhanced engagement with the health services provider. As a result:

the coronavirus infection response and communication provisions have been developed on each asset;

- stock check done for the supplies of medical equipment, medications and expendables: procurement of all necessary medical equipment, materials and medical drugs has been arranged to ensure a stock for at least three months of autonomous operation;
- the medical staff on the assets were trained through remote communication channels (webinars);
- temperature screening has been put in place on all the facilities since February: each employee has his/ her body temperature measured using a contactless thermal scanner at the entrance / entrance checkpoint. No employee showing fever and/or signs of a respiratory disease is admitted to the work site, and relevant information is communicated to the Health Section (or to the hotline).

Medical aid in the TAFs

While implementing the highest health, safety, hygiene and epidemiology standards in our everyday practice, the company is doing its best to observe similar requirements in the established temporary accommodation facilities.

In the course of developing the procedures for personnel transportation (see Case "Planes Fly, Ships Sail"), setting up TAFs, and procedures to respond to cases of infection on the site, the company received provisional approval from the Department of Rospotrebnadzor for Sakhalin Oblast.

In late April 2020, the Federal Department of Rospotrebnadzor issued recommendations for the organisation of work on a rotation basis, which were fully aligned with the principles that the company had earlier used for setting up the TAFs (see Case "Who Lives in the Little House").

Medical aid under voluntary health insurance policies

Sakhalin Energy is concerned not only about the health of its own staff and contractor personnel but families as well. The company has developed recommendations for parents on how to prevent infection; for avoiding mass gathering events; for using personal protective equipment; and so on.

In May 2020, amidst the worsening epidemic situation and imposition of guarantine, the company offered a special service to employees and their families provided by

SOGAZ-TELEMED, under the corporate voluntary health insurance programme. The service helps obtain gualified medical aid while staving self-isolated, and includes:

- remote medical advice:
- a second opinion of a given diagnosis;
- consultation upon test results;
- post-consultation medical opinion;
- psychological advice.

RESULTS

The company has been able to prepare, within a very short time, a comprehensive action plan to protect its staff. The following results have been achieved:

efficient engagement with all regional and municipal authorities, as well as with health institutions;

- and at TAFs:

- premises:
- employees;

necessary supplementary medical services on the sites

regular temperature checks for all personnel on the sites and in the offices:

all sites. TAFs and offices have sufficient supplies of personal protective gear (face masks, hand sanitizers, etc.); intensive disinfection of all company vehicles and office

timely testing and qualified health monitoring for all

 effective permanent communication channels (hotline, surveys, etc.) available for company and contractor personnel with regard to health-related matters:

 timely information about statutory and corporate epidemic response activities, both in effect and to be introduced; enforcement of contractors' compliance with the company requirements.

The company started introducing many of the above measures long before the spread of the coronavirus in Russia. Thanks to such a quick and timely response, Sakhalin Energy has far succeeded in keeping the infection away from the company assets.

DEVELOPMENT

The company has developed and introduced the processes necessary to manage the risk of infection at the assets, and has created working environment to minimise the risk of infection. Certain measures, such as mandatory thermal scanning and remote qualified medical aid, will be retained in the future.

The company is closely monitoring the epidemic situation, assessing risks on the regular basis, studying research data, and keeping track of the world's COVID-19 control practices in order to promptly respond to any changes and to improve activities aimed at preventing the spread of the coronavirus.

FEEDBACK AND QUOTATIONS

"The assets' medical support have been put on high alert mode. Doctors have to cope with an increased work load as on top of their usual duties; they have to engage in various epidemic prevention activities, such as coronavirus prevention awareness campaign during routine life.

For instance, they teach you to wash your hands thoroughly, as if you had just handled a chili pepper and were going to put in contact lenses.

Now, as never before, the attention of doctors working at the company's assets is focused not only on the staff's physical health but also on their emotional well-being." *Konstantin Kokorin, Head of Corporate Health Section,*

Sakhalin Energy

"Since March, the situation began to deteriorate rapidly, and the government promptly responded to these developments.

We worked accordingly, keeping up with the decisions of the federal government.

We also continued to look ahead and proactively changed or supplemented the schemes of anti-epidemic measures on a weekly basis."

> Andrey Lee, Lead Specialist of Corporate Health Section, Sakhalin Energy

"We enlisted the support of Sakhalin Oblast Ministry of Health, established close cooperation with the medical institutions of the Nogliki, Poronaysk, Korsakov, Kholmsk Districts, and Yuzhno-Sakhalinsk. Not only did we address the issues related to testing for COVID-19, which is of paramount importance, but also arranged medical support, which involves emergency medical response and hospitalisation of employees, if necessary."

Viktor Zorin, Chief Specialist of Corporate Health Section, Sakhalin Energy

Daddy on a Long Rotation Shift

Changes in the work schedule of rotational employees

Some of the key changes in the company's operation amidst the pandemic have included a transition to remote work for the largest possible number of office employees, transition of a number of employees who worked 5/2 work schedule before the pandemic to rotational work (for certain production facilities) and the extension of the rotational work period for up to three months (including a two-week isolation period at temporary accommodation facilities prior to their arrival at the production facilities). An extended rotational work period has provided for limited arrivals to the company's production facilities and reduction of the risk of spreading the infection to the employees. Such changes in the work schedule of the rotational employees required thorough planning and work organisation from the company.

- of employees.
- Ensure continuous, stable and safe operation of the company's production facilities.

OBJECTIVES

- Develop the required regulatory documents of the Develop and implement additional measures for fatigue
- Develop the rotation schedule while complying with all anti-epidemic measures to rule out the risk of introducing the coronavirus infection to the "sterile" production facilities of the company.
- TARGET AUDIENCE
- Employees of Sakhalin Energy and contractors operating on a rotational basis at the production facilities of the Sakhalin-2 project.

PARTICIPANTS

- Members of the Sakhalin Energy Committee of Executive Directors (GCC members).
- Heads of Sakhalin Energy subdivisions (GCC members).

REGULATORY DOCUMENTS

- Labour Code of the Russian Federation.
- Decision of the Government of the Russian Federation No. 601 dated 28 April 2020 On the Approval of the Interim Rules of Work on a Rotational Basis.
- Internal Company Regulations (ICR).
- Sakhalin Energy Rotational Work Regulations.
- Labour Compensation Policy.

- Ensure security, occupational safety and health protection
 Ensure safe performance of work during the planned shutdown in accordance with the schedule.
 - management and improvement of the rotational employees' ability to cope with stress.
 - Determine the optimal deadlines for completion of certain types of work.
 - Ensure regular communication between the company management and rotational employees.
 - Families of rotational employees.
 - Sakhalin Energy shareholders.
 - Sakhalin-2 project lenders.
 - Employees of Production, Technical, Finance and HR directorates of Sakhalin Energy.
 - Employees of the contractors operating on a rotational basis at the production facilities of the Sakhalin-2 project.
 - Letter of the Federal Service for Surveillance on Consumer Rights Protection and Human Wellbeing No. 02/8035-2020-24 dated 27 April 2020 On Provision of Recommendations for Organisation of Rotational Work During the COVID-19 Pandemic.
 - Order of HR Director On Additional Measures for Prevention of the Spread of the Coronavirus Infection dated 19 March 2020.

CONCEPT

Regardless of all the restrictions due to the pandemic, the company shall ensure stable operation, as well as security, occupational safety and health protection of employees. In order to minimise the risk of introducing the coronavirus infection to the production facilities, the decision was made to limit the number of employee arrivals by extending the rotational work period. To this end the company introduced changes in the work schedule of rotational employees, with due consideration of all the legal requirements and internal regulations. Extension of the rotational work period to three months required thorough planning of work, employee health monitoring by management, timely communication, recreation organisation, etc.

IMPLEMENTATION

Preparation of the documents

The decision on the extension of the rotational work period required the company to develop and make changes in local regulatory documents in a short time frame. To provide regulatory framework and normative base, the Rotational Work Regulations, Internal Company Regulations were updated, the Labour Compensation Policy, Time and Attendance Procedure/Employee Work Schedule were developed which provided for the timely modification of the rotation schedule with the introduction of the mandatory two-week isolation of employees at temporary accommodation facilities. Additionally, continuous communication was established with the Labour Agency and other federal authorities, including for the purpose of obtaining the required entry permits to Sakhalin Oblast for employees of the company and its contractors.

Shift duration control and work planning

During normal operation the maximum duration of the work shift for all rotational employees is limited to 12 hours. The rotational work period is 28 days with one change of day and night shift after 14 days. With the extended rotational work period of up to three months (including the two-week isolation at temporary accommodation facilities prior to arrival at the production facilities) it was decided to continue alternating the day and night shifts every 14 days to avoid

work performed.

monotonous work.

Based on the company's operational plans, the Technical and Production Directorates performed well drilling work

having long night shifts. Also, during the extended rotational work period an additional day off of at least 24 hours was provided. The need for and the frequency of days off during the rotational work are determined individually for various disciplines depending on the scope and intensity of the

Besides the work shift duration and alternating shifts during the extended rotational work period, a great deal of attention is being paid to future activity planning. To that end, the higher risk tasks are performed at the beginning of the work shift. Also, job rotation is available to reduce the periods of

For a number of facilities customised solutions were offered with consideration of the nature of future assignments.

Maintenance and engineering support personnel at the Prigorodnoye production complex work a five-day week during routine operations. In anticipation of the scheduled major shutdown that took place during the pandemic (see Case "Pit-Stop on the Sakhalin-2 Track"), GCC made the decision to transition all employees at the Prigorodnoye production complex to remote and rotational work starting 4 April 2020. With the restrictions in place it was impossible to engage representatives of the manufacturing plants as experts. Therefore, the site management prepared the rotational work schedule providing for the maximum number of specialists at the site during the performance of scheduled repair work. For this purpose the employees were divided into three groups: one group was transitioned to remote work, the remaining two groups - to rotational work (with consideration of the extended rotational work period). During changeover the groups arrived at the facility for the extended rotational work period after a 14-day isolation at TAF in order to maintain the "sterile" conditions at the facility and ensure safe and stable operation. By the beginning of the scheduled shutdown both rotational groups were present at the production site.

Later on the schedule was revised and optimised through the organisation of a changeover spaced out over two weeks, reducing both the number of people arriving on the same day and the risk of the infection.

on the Piltun-Astokhskoye-B platform which required additional solutions, including extended periods of rotational work. Specifically, in order to provide two vacant rooms for employees during their extra days off offered for the duration of the extended period of rotational work, a portion of the personnel was accommodated on the multi-purpose vessel Fyodor Ushakov and not on the platform. This provided for the reduction of the total number of people living on the platform (155 people) down to 130 people during the extended rotational work period. Prior to making this decision, representatives of the Technical and Production Directorates performed a detailed analysis of potential risks and additional control measures. This allowed them to distribute the drilling personnel between the platform and the vessel Fyodor Ushakov without any additional risks for drilling operations and well control as well as to increase personal space in living guarters and on the operational site.

Communication

During the extended rotational work period, a great deal of attention was paid to communication with rotational employees and contractors' management (see Case "Talk to Me...").

Fatigue management and stress resistance improvement

The issues of overcoming fatigue and stress resistance improvement were particularly important in connection with the extension of the rotational work period. For this reason, the traditional Safety Day (that takes place in the company twice a year) was devoted to positive work culture, including but not limited to fatigue response, stress resistance, care for colleagues and the creation of a strong and solid team. Nearly ten thousand people participated in the activities of the Summer Safety Day.

On all sites and in all subdivisions, including contractors, such topics as fatigue symptom identification, fatigue response and stress resistance development, demonstration of care for colleagues were discussed.

Additional information sessions on these topics are being held at all company assets during the pandemic. All existing methods of communication are used: team meetings, employee meetings, internal and external company web sites.

Medical professionals on sites provide additional consultations and hold information sessions on fatigue management.

Special attention is paid to providing for good quality sleep there are restrictions on carrying out work with high noise levels in the vicinity of living quarters.

Miscellaneous

National cuisine days are held more frequently in order to vary the menu and promote positive thinking among personnel.

During the extended rotational work period it is important to stay in touch with family members using audio and video communication as well as the Internet. Technical solutions to improve the Internet quality and access speed were implemented in the temporary camp Yunona near the Prigorodnoye production complex to ensure communication among the employees and their families and for leisure-time activities.

Various activities aimed at team building, which is especially important during the extended rotational work period, are held at the company's assets. They include joint birthday greetings, air hockey, backgammon and snooker competitions, intellectual games (including online games with office employees after hours), joint film screenings, tree planting at OPFC, neighbourhood clean-up around the Prigorodnove production complex, and the Fit for Labour and Operation sporting tournament.

RESULTS

During the pandemic all production facilities continued to operate steadily and safely, no cases of COVID-19 were registered at the facilities from March through the beginning of August 2020.

During this period representatives of more than 85 contractors (a total of more than 870 employees of the company and contractors) were present at the company's production facilities and performed work according to the new schedule. The information about changes in the working conditions, including extension of the rotational work period, was provided to all employees and contractors of the company in a timely manner, all the necessary documents were developed and signed. Work during the extended rotational work period was organised in accordance with all legislative requirements and internal regulations. It was organised safely, and the planned scope of work was delivered. The company's employees did not object to the extended rotational work period and no terminations took place.

GCC members, including the CEO, held two videoconferences with rotational employees. Offshore and onshore site managers held about 15 meetings with personnel arriving at the company's production facilities. Communication with the company management, including with regard to the extension of the rotational work period, allowed the employees to receive answers to all their questions and get ready for the two-week isolation and the extended rotational work period.

pandemic.

DEVELOPMENT

The work organisation experience involving the extension of the rotational work period may be useful in case of a new

The experience gained with regard to fatigue management, stress resistance improvement, application of various means of communication among the managers and rotational employees (including in-person meetings of rotational employees with the onshore and offshore site managers prior to their arrival at the production facilities), as well as new leisure-time activities is currently being analysed and evaluated for further use.

FEEDBACK AND QUOTATIONS

"The extension of the rotational work period was certainly a difficult but necessary decision. It was required to protect the lives and health of people and ensure stable operation of the production facilities.

We understand that a long stay at the production facilities, especially on platforms in a constrained environment, involves certain risks associated with fatigue and may affect the state of mind of personnel. The company management makes all possible nuous communication with personnel. I'd like to note that the employees understand the reasoning behind this decision and appreciate the company's efforts aimed at fighting the coronavirus infection. In particular, thanks to the company's decision to extend the rotational work period we have seen zero cases of COVID-19 at our facilities, we continue fulfilling our obligations connected with hydrocarbon production and offloading, moreover, we continue implementing Astokhskoye-B platform, the scheduled shutdown on the Lunskoye-A platform and rig refurbishment on Molikpaq."

> Marat Rezyapov, Offshore Asset Manager, Sakhalin Energy

"It is my belief that in this situation we need to focus on the positive aspects. Did you have to stay for three months? That's great, it means guaranteed income, which provides stability. In other words, one should not focus on negativity.

This situation has proved once again that only together can we overcome the difficulties. During morning briefings, we pay attention to the team mood - weexchange news, share observations, we discuss options that could help us improve the general atmosphere. efforts to minimise these risks; they ensure conti- Overall, regardless of the situation and its emotional component, the onshore processing facility continues operating safely without interruptions. And we are going to do our best to keep it that way."

> Konstantin Ozhog, Head of Health, Safety and Environment Department, onshore processing facility, Sakhalin Energy (one of the first employees who worked the extended rotational work period on the Sakhalin-2 project)

"This year is by far one of the most difficult ones for the such large projects as well drilling on the Piltun- company: unstable situation in global energy markets, increasing sanctions pressure – and all of this during the novel coronavirus pandemic. The combination of these factors forced the company in general and HR Directorate in particular to revise and drastically modify certain approaches to personnel management within a short period of time and in extreme conditions.

> I think that the company's decision to extend the rotational work period was one of the most difficult from the point

of view of both making and implementing it. And the HR Directorate was put in a rather difficult situation: extending the rotational work period does not mean to simply increase the number of working days in the schedule, it means performing extensive work on preparing the respective HR documents and the adjustment of training plans as well as provision of psychological support to the employees who worked in difficult working conditions even before the extension of the rotational work period. In my opinion, the company has managed the situation successfully considering the current operating conditions. And feedback is very important in this process, our personnel reaction, especially that of rotational employees, to the decisions made by the company management. The employees at remote production facilities are very understanding of the current situation and once again they are demonstrating great team spirit."

> Lyudmila Demina, Head of Personnel Administration and SAP HCM Division. Sakhalin Energy

Lessons of Self-Isolation

Training arrangement for personnel and contractors of Sakhalin Energy under the conditions of a 14-day selfisolation in temporary accommodation facilities

Sakhalin Energy gives special attention to matters of personnel training. The range of activities in this sphere is rather wide. Different types of training are applied: industrial, professional, leadership, compulsory (according to the statutory requirements of the Russian Federation and corporate HSE standards). Previously, most of the educational process was conducted in a classroom-based format. However, restrictions due to COVID-19 resulted in serious changes to this model, i.e. the company started to use remote (online courses and webinars) and electronic training.

The shift personnel arriving to Sakhalin had to keep isolated for 14 days in temporary accommodation facilities (TAF). To let the employees use this time efficiently, the company provided them with the opportunity to be trained remotely.

 To arrange efficient use of time by personnel in temporary
 Provide the conditions to train company personnel and accommodation facilities during a 14-day isolation.

OBJECTIVES

- Set requirements for the IT equipment necessary to provide training both in online and offline formats.
- Supply TAFs with the required IT equipment.
- Develop a set of training programmes and materials both in online and offline formats with the software preinstalled on laptops.
- Develop and submit training instructions to TAFs for employees.

TARGET AUDIENCE

 Employees of Sakhalin Energy and contractors operating on a rotational basis at the production facilities of the Sakhalin-2 project.

PARTICIPANTS

- Members of the Sakhalin Energy Committee of Executive Directors (GCC members).
- Human Resources Directorate.
- Information Technology and Information Management Department.
- Corporate Affairs Department.
- Supply Chain Management Department.
- Health, Occupational Safety, and Hygiene Division.

REGULATORY DOCUMENTS

- Minutes of the General Coordinating Committee (GCC) meeting dated 09 April 2020.
- Corporate Learning and Development Standard.

- contractors during the isolation period.
- materials.
- Provide personnel residing in TAFs with a sufficient amount of IT equipment.
- Ensure planning and implementation of training programmes and courses.

CONCEPT

Personnel is the foundation of Sakhalin Energy and their training is an integral part of the personnel management sphere, which is a necessary process to ensure professional legacy and business stability in general.

Spread of the COVID-19 disease resulted in drastic reduction of training opportunities in the traditional format. The process became seriously complicated by a range of factors, such as:

- limitations on the amount of business trips outside Sakhalin Oblast:
- limitations on the amount of people taking part in training events (maximum ten people);
- introduction of remote work for office personnel.

Under these circumstances, a continuous training process is one of the critically important components of business activity, and this process should not be interrupted, even amidst a pandemic.

Therefore, the compulsory two-week isolation of persons arriving to TAFs resulted in the necessity to optimise the training process so that the personnel could fully use their free time and, consequently, reduce their training period at production facilities during rotation work. This is why the company suggested that personnel should undergo remote training in TAFs.

IMPLEMENTATION

In order to use the employees' time in TAFs efficiently, the HR Directorate together with different business units of Sakhalin Energy arranged training events in remote and electronic forms.

Within a short time, the objectives were developed, business units and certain specialists responsible for their implementation were determined, a meeting schedule was established to monitor execution of the objectives.

As of 25 April 2020 (from 18 March 2020) the following activities were implemented:

HSE Learning Portfolio.

Industrial Safety Department.

HSE Division. Offshore Assets.

Technical Training Centre (TTC).

HR Talent and Development Group.

Professional Learning Subdivision.

HSE Training Subdivision.

HSE Division, Business Support Department.

Road Transport Subdivision, Logistics Service.

 Competence Assurance Programme Standard for Operations and Maintenance Staff.

- professional;
- a user instruction was developed to connect to IT services and training applications. The instruction was distributed to TAFs for printing and in electronic form to users, and was placed on the WiKi-COVID-19 web page.

- compulsory training according to the statutory requirements of the Russian Federation and corporate HSE standards:
- electrical safety;
- industrial training;

In temporary accommodation facilities where connection to the company network was not stable, the materials were disseminated with the use of USB flash drives (200 devices were purchased specifically for that). The materials were

- a catalogue of training events (online and offline) was developed for key training areas: compulsory, industrial.
- Taking into account the unstable Internet connection, specialists prepared offline materials, including videos for selfeducation on the following topics and categories:
- industrial safety;
- continuous improvement;
- standard operating procedures:
- ensuring competence in the field of HSE.

also available in the data transmission system (MFT) with the possibility to download them to personal mobile devices.

Within a two-week period beginning 23 March, the most high-demand TTC training courses (29 courses) had been converted from a classroom-based format into webinars with the use of Cisco Jabber and WebEx programmes.

TTC specialists have work experience at production sites, which is why they were involved in work to support technical functions of the LNG plant. During the pandemic they implemented technical objectives at the industrial site of the plant, took part in planned shutdowns (see Case "Pit Stop on Sakhalin-2 Track") and, even while on a 14-day isolation in different TAFs, continued conducting training courses in classroom-based, online and combined formats.

As a result of effective work with external providers of training courses, the HSE Training Subdivision in short order converted 13 compulsory courses into a remote format which are united by a common topic — compliance with statutory requirements of the Russian Federation (Occupational Safety. Work at Heights, etc.).

Some other compulsory internal courses (according to corporate HSE standards), which earlier were conducted only in a classroom-based format (Goal Zero, Observation and Intervention, etc.), were also converted into a remote format.

The main difficulties included the following:

- the necessity to arrange mass remote training on an urgent basis (the task was received on 18 March 2020, and on 20 April 2020 the first shift personnel arrived to the TAFs);
- individual work with each employee arriving to rotation (selection of taskspecific IT equipment, training programmes). Due to constant changes in the lists of arriving shift personnel (a particularity of working in the new reality) regular modifications to the training process were required:
- increased requirements to the speed and quality of interaction among business units of the company under the conditions of the new reality, additionally the replacement of any particular employee for any reason whatsoever required urgent response actions 24/7;
- total or partial absence of IT infrastructure in TAFs;

- unstable IT infrastructure with the training specialists of industrial training working remotely from home:
- problems with the feedback arrangement (some employees had no access to the corporate network or no Internet connection in general), which seriously complicated paper work, including the production of reports, and resulted in the necessity to collect data manually (using different systems of communication).

Collection of statistical data on training results of personnel in TAFs became an irregular and complicated task. Its execution was complicated by the absence of IT infrastructure in some TAFs, the use of offline materials

in the training process as well as the use of personal mobile devices. However, individual work with each employee in TAFs helped the designated specialists to accomplish the task.

An integrated regular monthly report with such indicators as the quantity of hours, training areas and personnel involved in the training process has been developed and prepared on a regular basis.

RESULTS

The main goal — to arrange a training process in TAFs — has been achieved, on average during the period of isolation 50% of company personnel were trained.

Taking into account the advisory nature of the recommendation, this is a positive result which at the same time is indicative of an opportunity for further development of this training direction.

A catalogue of training events (online and offline) has been developed for key training areas: compulsory, industrial, professional (394 courses in general).

The Professional Learning Subdivision provided employees with access to the Skillsoft Online Training System to complete courses on general competences (350 courses).

The company was successful in arranging training in a short period and in new formats. The results of the work performed are provided in the infographic.

DEVELOPMENT

Isolation of personnel before being admitted to the production facilities as a measure to fight the coronavirus infection has become a standard practice in the company's business activities. Online training represents the same practice.

Experience gained as well as technical devices acquired in the process of responding to the situation (IT equipment, telecommunication systems, software, etc.) will be used in the future while training employees and contractors of the company.

Feedback from the employees who took the opportunity to complete training makes it possible to continue systematising the experience and optimising the new format of the training process. The HR Directorate came to the conclusion that the following is required to further increase the quality of training:

- webinars:
- conferences:
- the courses:
- courses.

The Human Resources Directorate will continue to take emplovees' opinions into consideration, analyse suggestions and improve the practice of remote and electronic training not only during the pandemic but also upon its completion.

A lot depends on feedback quality. The company arranged an online survey on the quality of services provided in the TAFs, which can be taken using a personal computer or a mobile device (via QR-code). The survey is open for both employees of the company and contractor personnel in TAFs.

 to review gaps in competences and to plan training events before personnel arrive to TAFs (for the efficient use of time during isolation);

to encourage personnel residing in TAFs or already having completed the isolation period to expand the list of training events in online and offline formats with their suggestions (a set of training materials can be sent to an employee in advance to be installed on his/her personal mobile device); to strongly encourage employees to complete the online survey when leaving TAFs.

In the course of the online survey, the majority of respondents indicated that there are enough training events in terms of quantity, but more interactive materials and videos are required. Their suggestions included:

to receive the opportunity to watch recordings of online

to have the opportunity to take part in external online

to add more video instructions and video materials into

to add videos with possible consequences of failing to abide by the rules of labour protection/driving in the

Training of personnel in TAFs during the period from April to June 2020

TAFs MANNING

FEEDBACK AND QUOTATIONS

"Previously, most of the educational process was conducted in a classroom-based format. However, COVID-19 profoundly changed this model and made us significantly speed up our efforts to introduce distance education and e-learning, such as online courses and webinars."

> Yakov Pyak, Head of Professional Learning Subdivision, Sakhalin Energy

MAN-COURSES

Note: data is based on SAP HCM report and crew change numbers. Offline materials statistics is challenging to get due to track party networks and personal devices usage.

"The TTC instructors continued to conduct classroom courses on weekends, while supporting the business and staying at the LNG plant.

Later, when preparing for the turnaround of the plant, they also underwent a 14-day self-isolation before entering the facility and at the same time conducted courses from their TAFs."

> Tatiana Darmeshkina, Head of Technical Training Centre, Sakhalin Energy

A Pit Stop on the Sakhalin-2 Track

Timely response to changing conditions and the transition of technical measures for the large-scale scheduled shutdown of the Sakhalin-2 project industrial facilities to the high alert mode

Incident-free and undisturbed operation, regular technical maintenance of equipment, along with its modification and modernisation not only preserve the company's reputation and high profile as a reliable energy supplier in the market of Asia-Pacific Region, but also maintain stakeholder confidence throughout the project.

As part of the implementation of required repair activities, Sakhalin Energy has developed a comprehensive multiyear plan which is updated and improved on a yearly basis. In 2020, the company had planned to carry out a complete shutdown of the entire gas system and perform extensive repairs on the equipment taken out of operation. However, the COVID-19 pandemic introduced its own changes. Under the new conditions, it became necessary to analyse all potential risks and reconsider the scope of work. The Committee of Executive Directors of Sakhalin Energy made the decision to carry out repairs within the target time frame but with the shutdown of one train at the LNG plant and with the sequential shutdown of two trains at Lunskoye-A offshore platform and onshore processing facility.

This decision has been driven by several factors: the necessity to carry out epidemiological response measures at the facilities and ensure mandatory two-week self-isolation of personnel before arriving to the company facilities; the inability to engage foreign contractors along with the difficulty to deliver materials and equipment to Sakhalin from abroad.

To carry out the scheduled shutdown of Sakhalin-2 gas infrastructure under complex epidemiological conditions

OBJECTIVES

- down of gas infrastructure.
- safety and reliability of production facilities.
- To ensure the "sterility" of the production facilities by
 To ensure streamlined video communication between taking epidemiological response measures (see Cases "Daddy on a Long Rotation Shift", "Who Lives in the Little House?").

TARGET AUDIENCE

- Russian party.
- LNG and crude oil buyers.
- Business partners.
- Government of Sakhalin Oblast.
- Regional, federal and international media.

PARTICIPANTS

- Company employees.
- Contractors and subcontractors.
- Shareholders.

REGULATORY DOCUMENTS

- Sakhalin-2 project.
- HSE Action Plan for the period of scheduled shutdown in 2020 (for each production facility).

to ensure the steady production and technical integrity of Sakhalin Energy facilities.

- To review the scope of work under the scheduled shut To evaluate key foreign positions and, if possible, to replace them with Russian specialists.
- To carry out critically needed measures to ensure the To ensure safe performance of work in regard to safety and the environment.
 - the production facilities and manufacturing plants and engineers from the administration offices in order to provide technical support while work is being carried out.
 - Experts and analysts in the field of finance and economics as well as power generation.
 - Global and Russian industrial enterprises.
 - Federal authorities.
 - Sakhalin-2 project lenders.
 - Other stakeholders.

 Long-term strategy of scheduled shutdowns within the
 Potential risk register while performing the scope of work under the 2020 scheduled shutdown.

CONCEPT

In March 2020, three months prior to the scheduled technical maintenance, the novel coronavirus COVID-19 pandemic began. Many countries, including Russia, closed their international transportation routes and declared a state of emergency. It was extremely difficult for foreign contractors involved in the scheduled shutdown to enter the territory of the Russian Federation. It turned out to be impossible to invite representatives of manufacturing plants (MAN Turbo, General Electric, etc.) to provide expert support.

Taking into consideration all circumstances, potential risks and safety requirements to the production facilities, the company made the decision to carry out repairs of critical equipment in the conditions of limited technical assistance. For this purpose, two months before the scheduled shutdown, the company started to create a digital infrastructure providing all available ways to receive remote expert support online. Moreover, the company determined the scope of critically needed remote engineer assistance from the administrative offices located in Yuzhno-Sakhalinsk.

IMPLEMENTATION

The scheduled operations had been performed at the Lunskoye-A offshore platform, onshore processing facility (OPF), booster station 2 (BS-2) and LNG plant — these facilities are part of the integrated gas chain of the Sakhalin-2 project. Gas is extracted at Lunskoye field in the north of Sakhalin. Then it is delivered to the nearby processing facility where it is prepared for further transportation via onshore pipelines (more than 800 km long) through BS-2 to the LNG plant located in the southern part of the island. The isolated locations of the facilities required a special approach to the planning and organisation of repair works as well as logistic support for shift personnel (see Cases "Planes Fly, Ships Sail...". "Who Lives in the Little House?").

Before the scheduled shutdown, the following unprecedented measures were taken by the company in the shortest period of time possible:

initial work plan was reviewed and adapted to the current conditions:

- key positions by discipline were identified and a pool of Russian specialists with the required core competencies and skills was established, taking into account production and technical plans;
- available internal and external resources were analysed to support repair and technical activities;
- personnel mobilisation was arranged to carry out the scheduled shutdown under complex sanitary and epidemiological conditions;
- "sterile" production facilities were provided for;
- special working and recreation regimes were organised for shift personnel while performing work to reduce the risk of fatigue;
- all participants (both permanent and temporary) of the scheduled shutdown were provided with a full HSE induction;
- training materials and a scheduled shutdown preparedness plan were drawn up and implemented during the period of quarantine (see Case "Lessons of Self-Isolation").

The main difficulties while performing repair work, apart from the need to adhere to epidemiological response measures at the facilities and mandatory 14-day self-isolation of employees, were associated with the restriction of entry into the territory of the Russian Federation for foreign contractors (representatives of manufacturing plants) and the challenge to supply equipment.

In this respect, the scope of technical maintenance at Lunskoye-A offshore platform was reconsidered, employees of the facility were directed to carry out regular preventive measures, including inspections, reviews, testing, visual inspections, etc.

Preventive maintenance work was performed at the onshore processing facility on equipment that is considered critical from the viewpoint of safety and production. Facility specialists together with Engineering and Maintenance Department performed a range of cutting-edge tasks without the involvement of

Engineering and Maintenance Department performed a range of cutting-edge tasks without the involvement of foreign contractors. One more example of using online tools is the performance of work associated with the pipeline tie-in of the OPF compressor station (OPFC) under construction. A "sterile" regime was established and interaction procedures were developed for each facility: a schedule and schemes of approach were drawn up for the site of joint operations so that only one team or the other worked at a given time (site access was granted to authorised personnel only). To prevent contact, all

communication and approvals were carried out from workplaces via video and teleconferencing, electronic document exchange was established.

Inspection of special heat-exchange units called gas air cooling units was conducted for the first time at booster station 2 with remote support from the office located in Yuzhno-Sakhalinsk. Contractor engineers and specialists were responsible for rendering assistance and advice while performing technical work.

The following key work was performed at the LNG plant: replacement of a charcoal mercury adsorbent and modification of an axial-flow compressor at train 2 as well as planned maintenance of two gas turbines, a great amount of maintenance work was carried out with regards to valves. This production facility became a pilot one where new remote support technologies were implemented. Within this process, Sakhalin Energy is one of the first companies in Russia to begin large-scale application of digital twins.

Using helmets equipped with broadcasting video devices, LNG plant specialists carried out repair operations at the production site, and engineers of foreign manufacturing plants controlled the operations in real time. The image was transmitted via communication channels to a virtual video room which could be accessed by contractors from other locations. Smart video helmets were synchronised with tablets to reflect all changes in the current operation status in the electronic reporting system and at the same time to keep track of concurrent processes. To make the system work, the company established a high-speed wireless Internet connection in the repair area.

In addition, stationary video cameras were installed at the production site to broadcast the work progress to the administrative offices for engineering support and monitoring. Technical consultants, representatives of contractors and manufacturing plants (MAN Turbo Solutions and General Electric) could connect to the video stream to obtain information on the repair progress when necessary. As a result, round-the-clock online support was provided. Repair and technical operations lasted just over a month, after which the production process fully recovered.

RESULTS

In July 2020, the company completed a large-scale of work at all gas infrastructure facilities of the Sakhalin-2 project. Despite all external and internal resource constraints, a series of preventive technical measures were taken, and safe production and the technical integrity of Sakhalin Energy facilities were provided for.

More than 1,500 Russian specialists took part in the scheduled shutdown; more than 550,000 manhours were worked at all production facilities; more than 1,240 work orders were executed to perform repair operations; the work was completed three days ahead of the approved schedule.

All operations were performed in compliance with safety requirements. An HSE induction for employees was conducted at the temporary accommodation facilities during the isolation period (see Case "Lessons of Self-Isolation"). A safety-training centre called Visual Onboarding was established in the administrative part of the LNG plant. Methods of visualising theoretic procedures and standards made it possible to conduct kick-off training within a short time and develop a suitable philosophy of safe operation at the production facility.

The complicated cutting-edge repair procedures were performed without the direct participation of foreign subject matter experts. Consultations were provided via remote support system and remote connection of Sakhalin Energy engineers and representatives of manufacturing plants.

Remote support helmets were used to address additional challenges: repair of electrical equipment with online connections with offshore platform specialists, online visits of the company's top executive management to the production facilities.

During scheduled technical activities, Sakhalin Energy never stopped delivering oil and LNG to its customers. During this period of time, the company offloaded approximately 600 thousand tonnes of LNG and approximately 382 thousand tonnes of oil, 13 oil tankers and LNG carriers called at the port of Prigorodnoye.

DEVELOPMENT

production.

functional duties).

speed of work.

Based on the experience of applying the remote support system at the LNG plant, the company has evaluated the necessity and possibility of extending online support practices to other production facilities, considering it as one of the digitalisation stages. The system is being considered for use not only when carrying out largescale scheduled repair operations, but also to provide support in the course of online inspections, working visits and various technical works including the ones in hard-to-reach areas.

The remote support system is advantageous from the viewpoint of personnel training and experience transfer when performing complicated technical operations during scheduled shutdowns or complex repair operations. Remote support helmets can be used for live streaming work progress to a virtual room shared by observers. At the same time, stationary video cameras installed around the perimeter of the repair area additionally record the whole repair process.

As part of the Visual Onboarding project, there are plans to expand the centre and install stands devoted to work with explosion-proof equipment and flanged connections, as well as to construct a 3D-training class and a virtual room to develop skills in assembling and disassembling equipment with the use of augmented reality. It was decided to use the system on an ongoing basis as a part of the induction briefing for each person involved in

Sakhalin Energy is studying the possibility of arranging field workplaces (for mobile employees, engineers and specialists who visit the production facilities due to their

To improve their work, such technologies as helmets, digital twins and augmented reality will be applied. It is anticipated that solution developers and equipment manufacturers will be able to provide consultations, perform pre-commissioning work, etc. remotely. This direction will significantly improve safety, efficiency and

FEEDBACK AND QUOTATIONS

"Taking into account the fact that the situation in the world is developing very dynamically, the practice of forming a "smart" production infrastructure in the company allows to combine effectively the virtual and physical world, making optimal use of time, resources and opportunities of the production site.

It is important for us that augmented reality technology is an opportunity to make decisions in real time and, as a result, to create a feedback loop between planning and production, taking into account the inherent principle of 'Prevent and eliminate, rather than respond to the consequences'."

Cederic Cremers, Country Chair Russia, Shell

"The adoption of "smart helmets" is a small but very important stage in creating a digital platform for the new working format of Sakhalin Energy. Since the safety of personnel is one of the company priorities, it is a great opportunity to remotely monitor compliance with safety regulations at work and to follow up the movement of employees in different work areas, which is especially important during scheduled maintenance work. This approach is an important step towards zero injuries and the digitalisation of business processes within the framework of the Sakhalin-2 project." Ole Myklestad, Production Director,

Sakhalin Energy

"The 2020 shutdown will be remembered for many reasons, especially the restrictions related to the coronavirus pandemic, the switch to rotational shift work, long shifts and working days, mandatory two-week self-isolation, limited resources, and worker fatigue. But I wish this period would be remembered more for our achievements in the field of occupational health and industrial safety. As a part of the shutdown, we achieved Goal Zero across all HSE indicators. The credit for this goes to every employee! We demonstrated our expertise and great commitment, following the motto "All for one and one for all!". We performed all the work according to our priorities: safety, quality, and only then the schedule." Alexander Singurov, Deputy Production Director, Head of the Prigorodnoye production complex, Sakhalin Energy

"Since the shutdown ended, we have been receiving only positive feedback from all participants in the process. This speaks to the high-quality preparation and interaction between all units of the company. But now it is important for us to make a general conclusion: to consider what lessons we can learn and how we shall respond to all future changes in order to have a margin of safety. This would minimise the number of adjustments to our initial plans and allow us to manage internal and external resources in such a way as not to depend on any external factors."

> Marat Rezyapov, Offshore Assets Manager, Sakhalin Energy

"I believe that we perfectly regrouped and adjusted our actions and short-term plans, while keeping the focus on the main things: Goal Zero, quality and continuous improvement, reliable production. At the same time, we do not forget about the key to tomorrow's success: developing the staff and working on the future of the project. After the successful start-up, I am proud of the excellent teamwork and grateful for the opportunity to work in this team, contributing to the better production performance of Sakhalin Energy."

Denis Lutsev, Onshore Assets Manager, Sakhalin Energy

"In cooperation with experts from the contracting organisations servicing the equipment of the LNG plant, we resolved many urgent problems and settled the fundamental issues of online support. It was necessary to take into account the difference in time zones, the technical features of connection, the need to synchronise the work of different expert groups and, most importantly, to develop a shared opinion on various issues. I shall admit that there were a lot of issues to address at the preparation stage; but now, upon completion of the planned work, I can say with confidence that the system of remote support has fully proven its value."

> Evgeniy Udovenko, Head of the Engineering and Maintenance Department, Sakhalin Energy

"At the initial stage, with the participation of the IT team, the LNG plant technical and engineering teams, we promptly began laying a fibre optic transmission line to the machine rooms. This is the most important element in provision of wireless communications for decades to come. In parallel, we worked on the creation of a temporary network infrastructure inside the machine rooms, taking into account all major aspects and minor details, as well as the urgency of the task. All team members were totally focused on this assignment, given its high priority. As a result, we were able to connect and test the Wi-Fi network two weeks before the shutdown."

Monitoring Subdivision, Sakhalin Energy

Let all Your Frustration Out

Psychological counselling for company personnel at remote production sites and at the temporary accommodation facilities

Crisis, as a turning point where the framework of the former life has changed and no new framework yet exists, requires a special approach and specific forms of aid to anybody living through it.

In response to the outbreak of the coronavirus disease COVID-19, the company has introduced various changes, including extending the rotational period, and a mandatory 14-day observation for rotational personnel. Unexpected changes have caused certain reactions in personnel, including emotional reactions.

The General Coordinating Committee, established to ensure Sakhalin Energy's efficient operation in the conditions of high alert mode, has made the decision to render psychological assistance to company and contractor employees.

Psychologists of Sakhalin Oblast have been involved in this work. Their objectives included identifying potential solutions for helping employees overcoming the crisis, providing individual psychological assistance.

- Ensure the continuation of safe and reliable operation of the production facilities of the company.
- Create additional conditions to allow for a comfortable work environment for employees after introducing changes.

OBJECTIVES

- Render psychological assistance to employees while implementing large-scale changes.
- Organise webinars on relevant topics.

TARGET AUDIENCE

 Company and contractor employees working at the
 Company and contractor employees staying at temporary company's production sites.

PARTICIPANTS

- General Coordinating Committee members.
- Epidemic Prevention and Response Task Force.
- Human Resources Directorate.
- Information Technology and Information Management Department.

REGULATORY DOCUMENTS

Minutes of the General Coordinating Committee on the organisation of urgent psychological counselling for the company's personnel dated 24 April 2020.

Reduce the risk of outflow of personnel not able to cope with the difficulties, including psychological difficulties.

Provide opportunities for employees to restore their emotional well-being in the new conditions.

accommodation facilities.

- Facilities Management and Development Division.
- Corporate Affairs Department.
- Management of production assets, heads of subdivisions of remote production assets.

CONCEPT

Against the backdrop of the pandemic of the novel coronavirus infection (COVID-19), which has also spread across Russia, the company has had to switch to new work formats: remote work, prolonged rotational period.

A change of the rotational period for rotational personnel from 28 days to three months could potentially lead to unfavourable developments, specifically:

- growth of the number of poor decisions and errors related to chronic fatigue, insomnia, unstable emotional state;
- increase of the number of incidents, mishaps:
- personnel outflow.

To prevent such risks, it was promptly decided to engage professional psychologists for the provision of psychological assistance by means of personnel counselling by phone (helping with emotional release, stress reduction).

Additionally, the rotational personnel were prohibited from smoking in the rooms during the mandatory 14-day observation at temporary accommodation facilities. This is related to the fact that temporary accommodation facilities were organised in hotels, and that organising smoking areas would result in a violation of the antiepidemic protocols. Such prohibition roused feelings of discomfort and emotional reactions in personnel, which in many cases necessitated in dealing with the psychological dependence on smokina.

IMPLEMENTATION

On 23 March 2020, the company switched to a new work regime. Since then, most office employees were transferred to remote work, and the period of rotation of production site personnel increased to three months (previously, the rotational period was 28 days, and the period of rest was 28 days). For personnel staying at the production sites at the date when the decision was made. this meant a 2-2.5-fold increase of the work period and cancellation of personal plans, and also caused raised concern about the work schedule and scope, etc.

Rotational work at the Sakhalin-2 project is work at remote facilities located mainly in the harsh natural and climatic environments in the north of Sakhalin. The infrastructure includes offshore (three oil and gas production platforms) and onshore facilities (onshore processing facility, trans-Sakhalin pipeline system, Prigorodnoye production complex)¹.

During the pandemic, the production facilities of the company were made "sterile", entering and leaving the facilities was prohibited. Such a situation is common for employees of the offshore platforms, but for many employees of the onshore facilities this new requirement became a serious additional challenge. For many people, such changes are representative of not only an unusual but also a difficult. even critical situation.

The company created the necessary conditions for the provision of urgent psychological assistance to personnel and the organisation of webinars which would help eliminate general strain, hesitancy, anxiety. Psychologists working in Sakhalin Oblast were engaged in the project. Relevant webinar topics were also proposed by managers with due consideration for the existing conditions at the facilities and in the team.

Employees also expressed their wishes in relation to the webinar topics - proposals were received from the locations with the biggest number of rotational personnel (onshore processing facility, Prigorodnoye production complex). Clearly, the more people find themselves in unfamiliar conditions, the higher the general level of hesitancy, anxiety is.

Being away from home and family during the long rotational period (especially at the remote facilities - offshore platforms, onshore processing facility), many employees became worried about their family and friends. Conflicts at the workplaces started occurring more often.

Year-round oil and gas production is carried out from three offshore platforms in the north of Sakhalin. Hydrocarbons are further transported to the onshore processing facility and via the onshore pipeline delivered to Prigorodnove production complex (in the south of island) including the LNG plant and oil export terminal.

Psychologists prepared presentations and held meetings with personnel relating to the following relevant topics:

- how to overcome feelings of anxiety, frustration and fear;
- how to learn to relax:
- conflicts at work:
- procrastination;
- burnout.

For the purposes of prompt organisation of psychological assistance, several of the company's subdivisions (within their competences) were involved in the project: the HR Directorate, Corporate Health Section, Corporate Affairs Department, Facilities Management and Development Division, Department of Information Technology and Information Management.

Objectives set by such divisions:

- development of the process organisation proposal, identifying psychologists, feedback over the course of project implementation (Epidemic Prevention and Response Task Force):
- development of the scope of work for the psychologists, preparation of the confidentiality agreement, work schedule; approval of psychologists to be involved in the project (HR Directorate);
- telecommunication support of the process, provision of a separate, easy-to-remember telephone number, telephone headsets, etc. (Information Technology and Information Management Department);
- provision of the workspace for individual telephone counselling by psychologists over the hotline; preparation of a room well-protected against extraneous noise sources, disinfection, organisation of catering, etc. (Facilities Management and Development Division):
- review of materials and presentations used for holding the webinars, including information in presentations useful for all company employees (Corporate Affairs Department).

A psychological counselling hotline was organised (dedicated line with easy-to-remember telephone number both for landline and mobile communication).

Communication over the psychological counselling hotline was assumed to be personal confidential communication. The line was used by personnel staying at the production

sites or corporate temporary accommodation facilities during the 14-day observation.

RESULTS

Six counselling psychologists were involved in the project. The psychological counselling project was planned to continue for two months after the introduction of new rules for the rotational personnel.

(COVID-19) to the production facilities of the company in accordance with the Sakhalin Region Governor's Order No. 19 of 31.03.2020 and the Order of the Chief Sanitary Inspector of the Sakhalin Region No. 62 of 28.03.2020.

As part of this plan a 14-day self-isolation is required. The company has arranged Temporary Accommodation Facilities for personnel engaged in the Sakhalin-2 project. These facilities provide the necessary conditions for self-isolation.

If you require psychological counselling during self-isolation, please contact a specialist at the following telephone number: <u>∧©+7 (4242) 66-77-77</u> Cisco Jabber SEIC Psychologist, 777 (you may choose audio or video format). Psychologist's 9:00 am to 9:00 pm daily working hours: including weekends

When calling you should expect to have a short (no longer than 30 minutes) confidential session.

Please note that this service is currently available only to the employees in the 14-day self-isolation.

Be healthy!

to provide preventive psychological assistance as a part of occupational safety meetings at the production assets. During the period from 29 April through the end of June, 15 webinars were held with the participation of 818 employees working at the company's facilities. Seminars were held on the most relevant topics for the personnel (requests were sent from the locations).

From April to the end of June, a psychological counselling hotline was organised. On a daily basis (including weekends), from 9:00 am to 9:00 pm, employees from all production sites and all residents of the temporary accommodation facilities had the opportunity to seek the support of a specialist over a dedicated telephone line.

15 people received individual consultations over the psychological counselling hotline. This could be explained by a number of factors:

it is not a common practice in Russia to seek the advice of psychologists;

the vast majority of the rotational personnel are men. Seeking a help of a psychologist could be perceived by them as showing weakness;

at many temporary accommodation facilities, personnel were lodged two or more to a room, which hindered confidential communication by phone.

From April to the end of June (the first and the most difficult months of work under the special conditions), no cases of emotional breakdown were noted amongst the rotation personnel of the company and personnel staying at the temporary accommodation related facilities.

During this entire period, the company's production facilities continued to operate safely and without accidents.

From April to July, no calls that would indicate emotional strain or high anxiety of the caller were made to the company's hotline organised specially for counselling regarding COVID-19 and to which over 500 calls were made during the period. Of these, not less than one third of total number of calls were received from personnel working at the company's production sites or staying at the temporary accommodation facilities for the 14-day isolation period.

No calls related to workplace conflicts, complaints regarding difficult working situations, psychological tension amongst the staff were received at the company's permanent hotline during the same period.

DEVELOPMENT

Psychologists engaged by the company to provide webinars and individual psychological assistance have developed informational materials for topical webinars. These materials will be also used by the company in future (also by the facility managers, HSE specialists).

The company gained experience in the prompt organisation of psychological assistance to target groups of company and contractor employees, which could be used when necessary in future.

AND ANXIETY DURING The outbreak of COVID-19 may be stressful for many people. Fear and anxiety about a disease can be overwhelming and can lead to strong emotions. It's important to remember that it's OK to feel this way and that everyone reacts differently to different events

WHAT ACTIONS CAN

here are some simple actions you can take to help you take care of your mental health during this situation and doing so will ensure you are able to look after yourself and those you care about. Below we have listed some f these key actions. This resource can be used to inform and ignite conversations around what works best for every

WHAT ARE SOME OF THE FEELINGS YOU CAN EXPECT?

YOU TAKE? Anxiety, worry, or fear related to: Follow a routine The health status of others whom you may hav exposed to the disea The resentment that your friends and family may feel The resentment that your mends and family if they need to go into quarantine as a result of contact with you. The experience of monitoring yourself, or being monitored by others for signs and symptoms of the Time taken off from work and the potential loss. of income and job security. The challenges of securing things you nee such as groceries and personal care items Concern about being able to effectively care for children or others in your care.

 Uncertainty or frustration about how long you will nee to remain in this situation, and uncertainty about the future Loneliness associated with feeling cut off from the world and from lowed ones

 Anger if you think you were exposed to the disea Boredom and frustration because you may not be able

to work or engage in regular day-to-day activitie Symptoms of depression, such as feelings of h

FEEDBACK AND QUOTATIONS

Anonymous feedback of participants of consultations and webinars with psychologists

"We see the necessity to focus on solutions of personal family problems during a long imbalance between the work and personal life and in view of complications of relationships in the families (absence for 10 weeks plus travel time). We have employees with many children and little kids in their families."

"I appreciated the session with the psychologist and learned a number of lessons."

"We need more interactive communication and employee involvement."

"I discussed my personal issues with the psychologist, and I can say frankly that it helped me get in the right mindset about the long rotational period in the absence of an important and great part of my life (which is my family and music)."

"We propose to organise the next session relating to Conflicts at Work. The format of the meeting should be video conferencing with the participation of the pipeline maintenance depots in Sovetskove, Gastello, Yasnove, Nogliki."

"After such meetings people discussed what we heard, this meant that the information found its audience."

Talk to Me...

Keeping Sakhalin-2 employees informed about the measures being taken to combat the spread of the coronavirus

In the current challenging situation brought on by the global COVID-19 pandemic, the management of Sakhalin Energy needed to make unconventional decisions and interact with the stakeholders on a timely basis. Effective communication is an integral part of successful engagement.

All decisions of the General Coordinating Committee (see Case "We Will Lead the Parade!") and the information on the anti-COVID measures meant to protect the lives and health of the company's employees as well as its production facilities must be promptly communicated to the internal and external stakeholders.

Ensure coordinated and consistent efforts to keep the internal and external stakeholders informed.

OBJECTIVES

- Develop internal and external web pages on COVID-19.
- Develop presentation materials on the relevant topics.
- Develop and distribute printed informational materials (posters, leaflets, brochures, memos).
- TARGET AUDIENCE
- Company employees.
- Sakhalin-2 contractors.
- The Government of Sakhalin Oblast, the Information Policy Department.
- Sakhalin Energy shareholders.
- LNG and crude oil buyers.

PARTICIPANTS

- Members of the Sakhalin Energy Committee of Executive Directors (GCC members).
- Managers of Sakhalin Energy subdivisions (GCC members).

REGULATORY DOCUMENTS

- Order of the Chief Executive Officer dated 19 March 2020 On Setting of the General Coordinating Committee to Ensure Company's Business Continuity During Coronavirus (COVID-19) Pandemic.
- Minutes of the GCC meetings.

- Arrange meetings of the company management with employees.
- Provide employees with feedback channels.
- Government bodies (Department of Rospotrebnadzor for Sakhalin Oblast, Ministry of Health of Sakhalin Oblast, Sakhalin Department of Rostekhnadzor, State Labour Inspectorate in Sakhalin Oblast, etc.).
- Media.
- Sakhalin-2 project lenders.
- Employees of the Corporate Affairs Department, Information Technology and Information Management Department with the support of the employees from other departments and directorates.

CONCEPT

In March 2020, the world faced events triggered by the pandemic that no one had ever had to deal with before. At Sakhalin Energy, most employees were ordered to work from home; Sakhalin Oblast introduced a high-alert mode; entry to the region was strictly controlled.

Despite the circumstances, the company had to keep fulfilling all obligations towards its staff, lenders, and shareholders. Various anti-COVID measures were being implemented on the international, federal, and regional levels, and Sakhalin-2 employees, both Russian and foreign, needed to be promptly informed about them. It was also necessary to regularly communicate possible risks, new developments, actions and measures initiated by the company and aimed at protecting its staff, offices, and facilities.

All communication had to be consistent, clear, and provide for feedback.

IMPLEMENTATION

To effectively communicate all the necessary information to employees in a time of uncertainty and increased anxiety caused by COVID-19, the company employed various mechanisms.

During one of its first meetings, the GCC approved the Engagement Matrix which provided a clear structure of interactions between the external stakeholders and the relevant points of contact and departments within the company.

Creation of feedback channel

In order to ensure timely response to the situation and to help employees get prompt answers to their questions, the company established a 24/7 hotline. At first, it engaged three specialist of the Corporate Affairs Department on a rotating schedule. During the first month, the number of calls kept increasing, and it was decided to switch the hotline to multiplex operation (with five specialists working at the same time). From March through August 2020, the hotline received a total of over 750 calls from Sakhalin-2 shift workers, company employees, and members of their families. All the calls were logged, and information was regularly sent to the GCC Secretariat.

800 100-86-0

Hotline

on COVID-19

www.sakhalinenergy.con

On 15–31 July 2020, the company conducted a survey to learn the staff's opinions about the work modes, their upsides and downsides, including issues related to communication.

The survey was implemented in the form of a questionnaire with open-ended and close-ended questions in Russian and English. Its goal was to identify most effective communication channels in order to improve the process of sharing information on coronavirus-related actions. The results are presented below (average score on a five-point system).

- 1. Messages from the Chief Executive Officer and the General Coordinating Committee -4.45
- 2. Provision of information by the Line Manager, Division Manager 4.23.
- 3. Daily news screen on the internal corporate web site 3.96.
- 4. Corporate news-bulletin Vesti 3.59.

Employees made suggestions on how to improve the information-sharing process which were reported to the company management. Efforts in the relevant areas, including provision of information by the management, were reinforced (see the Video and Teleconferences section below). All up-to-date information on the GCC decisions was distributed via email, the news screen, and the internal corporate web site.

Printed matter

Up-to-date informational materials, including posters, that were printed as needed, were displayed at the company's offices, temporary accommodation facilities (see Case "Who Lives in Little House?"), and at the assets, as well as posted on the internal and external corporate web sites. The materials featured the following topics:

- recommendations for prevention of the coronavirus infection;
- state, corporate, and personal measures for prevention of the coronavirus infection:
- how to control stress and anxiety during COVID-19;
- who do I want to be during COVID-19;
- arrangement of shift work;
- how to use a sanitiser.

The company developed the leaflet for rotational staff planning to travel to worksite which contained information on the procedure for entry to Sakhalin Oblast, actions during transit and upon arrival, as well as the rules of stay at the TAFs (see Case "Who Lives in Little House?").

Shift workers arriving at a TAF were given the brochure "Temporary isolation facilities. Rules and standards". The brochure was developed by specialists of various departments and includes details on staff management, IT, safety

rules, competencies development and training, organisational issues of accommodation in TAFs, responsibilities of the residents, contact information.

Internal corporate web site (Intranet)

A dedicated web page on COVID-19 was developed on the Intranet for the company employees. The web page can be accessed through an eve-catching banner. The web page sections:

- statements of the President of the Russian Federation;
- information from the Government of Sakhalin Oblast (regulatory documents, broadcasts on COVID-19);
- informational materials (memos, leaflets, posters, etc.);
- presentation materials. The company developed presentations on the topics that were mentioned by the callers to the hotline and during briefings of the company subdivisions: Coronavirus and Prevention Measures, Remote Work and Self-Isolation. Information Security. Chronic Fatigue Prevention, Working from Home: Arrangement and Security;
- answers to FAQ:
- messages from the GCC;
- useful links to the recommendations of the WHO, Ministry of Health of the RF and Sakhalin Oblast, Department of Rospotrebnadzor for Sakhalin Oblast, contacts of Rospotrebnadzor consultation centres in different regions, phone number of the hotline for coronavirus-related questions (for Sakhalin Oblast), etc.

Cooperation with contracting organisations

The Sakhalin-2 project engages over 100 contracting organisations. The company developed special mechanisms to cooperate with them:

- the Contracting with Us tab on the external corporate web site was supplemented with useful information and a link to the web page dedicated to COVID-19 with messages to contracting organisations on anti-coronavirus measures;
- information on changes in the work mode, rules for entry to Sakhalin Oblast, the prevention measures being implemented, training resources for the staff in TAFs, etc. was communicated to contractors through contract holders and/or supply specialists. This proved to be convenient

84

holders. It includes: related news;

and effective. Callers could reach out to their points of contact on such issues as:

 circumstances that could affect the company operation and impede provision of services or supply of materials/goods in full and within deadlines established by a contract:

extension of deadlines for equipment manufacturing.

External corporate web site

On the external corporate web-site, a special web page on COVID-19 was developed for contractors and all stake-

announcements and current information on art contests for Sakhalin-2 workers and members of their families:

- decrees of the President of the Russian Federation and the Governor of Sakhalin Oblast:
- posters, booklets, and memos.

Video and teleconferences

- Meetings between the staff of remote facilities and the company management were periodically conducted via video communication means. For instance, in April 2020, a video conference took place between the Chief Executive Officer and workers of all production facilities, during which they discussed the issues related to the extension of shifts and organisation of staff shift rotation.
- In order to provide information on the current situation and the actions undertaken by the company to maintain stable production, heads of production assets conducted video calls with employees before their arrival to the region. Such virtual meetings helped workers to prepare for shifts and get answers to their questions.

Other mechanisms

In the offices and at the assets, information boards and plasma displays were used to provide information on relevant topics.

- Onshore and Offshore Asset Managers personally welcomed (while observing all anti-epidemic measures) the shift workers before their accommodation in TAFs and answered their questions regarding the new work conditions.
- Daily meetings of employees and line managers were held at all production facilities.

RESULTS

A well-organised process of communication on COVID-19 helped to strengthen corporate culture and engage employees in the shared information space. As of the end of August 2020, a total of 11 informational posters were developed to cover COVID-19 matters.

Effective information channels promoted the distribution of up-to-date information among company employees, contractors, members of their families, shareholders, and all stakeholders. As of the end of August 2020, the GCC issued 46 messages.

The reliability, regularity and promptness of information provision helped employees to avoid anxiety.

As of the end of August 2020, over 750 calls were made to the hotline. Callers had guestions regarding accommodation in TAFs, rules of air travel to Sakhalin, requested contact information of Rospotrebnadzor in different regions of the country, verified rules for returning to office work and procedures in case of visits from relatives, etc.

699 employees took part in the survey on communication. It helped to identify the optimal information channels and reinforce them.

Five presentational materials were developed: "COVID-19 and Protections Measures", "Remote Works and Self Isolation", "Information Security", "Prevention of Fatigue", and "Working from Home: Health and Safety".

DEVELOPMENT

Methodical efforts to keep the company employees informed have helped to avoid panic and anxiety among the staff. The experience has shown that it is important to develop a clear informational strategy that uses mechanisms that best fit the needs of the employees. In the future, the company is going to design plans and strategies for informing both the external and internal stakeholders.

The experience has demonstrated the need to provide for feedback in any emergency-like situation. The availability of a hotline allows employees to quickly get answers to their questions, which is very important in a time of uncertainty. Multiplex operation of the hotline with several specialists has expedited the response. Such mechanism can be applied by the company in any non-standard situation.

2.2 CATERING

To reduce the likelihood of infection of isolated w

The time and method of food delivery at each temporary accommodation facility are set individually Meals are provided in disposable plastic containers Used disposable tableware together with food waste should be placed in a bag with household garbag

3 BED LINEN CHANGING AND LAUNDERING Each room has a set of bed linen and towels. Bed linen and towels are changed once a week (seven days after arrival). Used bed linen and towels should be put in a special bag with the room number indicated, and placed outside the

Personal items shall be washed in accordance with the TAF operating rules

2.4 DISINFECTION

Disinfection of the common areas (corridors, bathrooms, exits/entrances, etc.) within the temporary accommodation facilities is carried out two to three times a day Each room is cleaned in accordance with the TAF operating rules.

2.5 WASTE DISPOSAL

Each room has a supply of garbage bags, as needed

Once the waste bags are full, they should be placed outside the room at the appointed time for the subsequent disinfection and disposal.

2.6 OTHER ACTIVITIES

ns for short periods are carried out in accordance with the TAR

Business rations division	Mobile Phone Number	
a Amelyan	+7 914 759-99-52	
na Kravets	+7 914 759-43-40	
nia Vedneva	+7 914 759-40-02	
alya Fedorova	+7 914 755-39-59	
ofey Buchnev	+7 914 759-40-44	
nis Davydov	+7 914 759-47-49	and a
alya Frolova	+7 914 759-45-69	ाम
a Polyanskaya	+7 914 759-98-88	1
		9

RESULTS OF THE EMPLOYEE SURVEY CONDUCTED

to Improve the Communication Campaign to Increase Awareness about Sakhalin Energy's Response to the Spread of COVID-19

ARE YOU AWARE THAT THE FOLLOWING

INFORMATION IS AVAILABLE

WHICH OF THE FOLLOWING CHANNELS **OF INFORMATION DO YOU FIND THE MOST EFFECTIVE?**

DO YOU KNOW ABOUT THE 24/7 HOTLINE YOU CAN CALL WITH ANY OUESTIONS?

FEEDBACK AND QUOTATIONS

"It's absolutely important to inform the personnel about the taken measures in time, therefore, awareness efforts were amplified several-fold.

For instance, Sakhalin Energy set up a 24-hour hotline, which any employee can call and ask any question. Moreover, to ensure better understanding of the current situation and the taken measures, the company conducted a series of video conferences with employees of the remote assets.

A number of managers of Departments and Divisions together with specialists of Human Resources Directorate were sent to the temporary accommodation facilities, because we believe that maximum awareness of our employees is a key to success."

> Andrey Oleinikov, HSE and Industrial Safety Advisor to CEO, Sakhalin Energy

"There is no information vacuum, and almost every day people get answers on matters of concern, clarifications, and data that indicate an improvement in the situation." Konstantin Ozhog, Head of HSE, OPF, Sakhalin Energy

Going for Amendments

Organisation of early voting on amendments to the Constitution of the Russian Federation at remote assets and TAFs¹ under the pandemic conditions

The 2020 coronavirus infection not only led to adjustments of many vital processes, but also became the reason for revising the mechanism for implementing an important state task - organisation of the All-Russian vote on the issue of approving amendments to the Constitution of the Russian Federation.

Sakhalin Energy upholds and respects human rights and considers it necessary to ensure that every employee has the opportunity to exercise them. The difficult epidemic situation in the world and the need to comply with strict preventive measures at production facilities set unprecedented tasks for the company.

¹ TAFs are temporary accommodation facilities organised by the company for the mandatory 14-day isolation of employees of the company and its contracting/subcontracting organisations before arriving to the production facilities (see Case "Who Lives in the Little House?").

- To provide employees of the company as well as workers
 To ensure a safe voting environment by taking the meaof its contracting and subcontracting organisations, who hold Russian citizenship and are working at remote facilities or under a 14-day self-isolation in TAFs, with the opportunity to exercise their right to take part in the vote on the issue of approving amendments to the Constitution of the Russian Federation.
 - sures necessary to prevent the spread of the virus to the production facilities.
 - To boost the business reputation and image of a socially responsible company.

OBJECTIVES

- To develop and agree to a voting algorithm with the Election Commission of Sakhalin Oblast and Department of Rospotrebnadzor for Sakhalin Oblast to put in place at the remote production facilities and TAFs, as well as a plan of appropriate actions under restrictions caused by a complex sanitary and epidemiological situation in
- To develop and implement a package of additional safety measures aimed at preventing the spread of the corona-

TARGET AUDIENCE

- Employees of the company.
- Employees of contracting and subcontracting organisations operating on a rotational basis at the remote production facilities of the company.

PARTICIPANTS

- Election Commission for Sakhalin Oblast.
- Government of Sakhalin Oblast including Ministry of
- Department of Rospotrebnadzor for Sakhalin Oblast.
- Municipal authorities responsible for the territories where the production facilities and TAFs are located.

virus infection to remote facilities of the company in the course of early voting.

To develop and conduct internal and external communias well as workers of its contracting organisations on the procedure and timing of voting at the facilities, as well as on the essence of the amendments proposed to the Constitution of the Russian Federation.

Employees of the company and contracting organisations under a 14-day self-isolation in TAFs.

• Employees at the company's facilities who joined the District Election Committees (DEC) or are otherwise taking part in the organisation of the voting process.

REGULATORY DOCUMENTS

- Constitution of the Russian Federation.
- Federal Constitutional Law No. 5-FKZ dated 28 June 2004 On Referendum in the Russian Federation.
- Federal Constitutional Law No. 67-FZ dated 12 June 2002 On Basic Guarantees of Electoral Rights and the Right of Citizens of the Russian Federation to Participate in a Referendum.
- Federal Law amending the Constitution of the Russian Federation No. 1-FKZ dated 14 March 2020, On Improving the Regulation of Specific Aspects in the Functioning of Public Authority.
- Decree of the President of the Russian Federation No. 32-rp dated 14 February 2020 On Organisation of All-Russian Vote on Issue of Approving Amendments to the Constitution of the Russian Federation.
- Resolution of the Government of the Russian Federation No. 487-r dated 2 March 2020 On Instructions Issued to Government Authorities, Local Government Bodies, Other State Agencies and Organisations to Render Assistance to Election Committees in the Organisation and Implementation of the All-Russian Vote on the Issue of Approving Amendments to the Constitution of the Russian Federation.
- Decree of the President of the Russian Federation No. 188 dated 17 March 2020 On Setting the Date for the All-Russian Vote on the Issue of Approving Amendments to the Constitution of the Russian Federation.
- Decree of the President of the Russian Federation No. 354 dated 1 June 2020 On Determining the Date of the All-Russian Vote on Issue of Approving Amendments to the Constitution of the Russian Federation.
- Regulation of the Central Election Commission of the Russian Federation No. 250/18407 dated 2 June 2020. No. 253/1871-7 dated 19 June 2020, No. 255/1885-7 dated 23 June 2020. No. 284/1879-7 dated 23 June 2020 On Amendments to Procedure of the All-Russian Vote on Issue of Approving Amendments to the Constitution of the Russian Federation.
- Recommendations of Rosprirodnadzor of the Russian Federation to the election commissions concerning the prevention of risks associated with the spread of coronaviral infection (COVID-19) in the organisa-

tion and implementation of the All-Russian vote on approving amendments to the Constitution of the Russian Federation, dated 10 June 2020.

Corporate regulations and decisions of the General Coordinating Committee of Sakhalin Energy.

Decrees of the Governor of Sakhalin Oblast On Imposing a High-Alert Mode in Sakhalin Oblast for Administrating Authorities. Forces and Facilities of the Sakhalin Territorial Subsystem of the Unified State System for Prevention and Elimination of Emergencies and Some Measures to Prevent the Penetration of a New Coronaviral Infection (2019-nCov) in Sakhalin Oblast.

CONCEPT

IMPLEMENTATION

There were more than 2,800 employees of the company, workers of contracting and subcontracting organisations at the production facilities and in TAFs during the voting period.

Taking into account the remoteness and inaccessibility of most production facilities and TAFs, and the need to respect the rights of Russian citizens provided there is no physical contact of voting rotation workers with members of election committees, Sakhalin Energy and the Election Commission of Sakhalin Oblast made a decision to hold the vote at the remote production facilities and in TAFs ahead of time and in compliance with the previously agreed safety and security measures. A voting day was determined for each production facility and TAF, and agreed upon by representatives of the respective District Election Commissions (DECs) and with the heads of the facilities. The voting process was organised by the company's employees in cooperation with the Election Commission of Sakhalin Oblast and regional Department of Rospotrebnadzor.

Early voting on the issue of approving amendments to the Constitution of the Russian Federation took place during the period from 21 June to 30 June 2020 at all the company's facilities: three offshore oil and gas production platforms (Molikpag, Piltun-Astokhskoye-B, Lunskoye-A), the onshore processing facility (OPF), booster compressor station under construction, Nogliki base camp, Prigorodnoye production complex, as well as in all TAFs.

To implement the project, an interdepartmental working group was created in the company. It included representatives of the Executive Office, Production, HR and Legal Directorates. The working group, as well as the entire vote organisation process, was supervised by the Corporate Affairs Department of the Executive Office, which also acted as a liaison between the authorities and the company's specialists (including those at the local level) involved in the organisational process.

The voting process was organised by the company's emplovees. For this purpose, responsible employees at production facilities were assigned to their respective DECs in accordance with the procedure established by law. Prior to the above, interviews with volunteers from among the company's employees were held, necessary documents and written consent to be assigned to DECs were collected. In total, 14 company employees were assigned to DECs. At the same time, all responsible employees received the necessary methodological recommendations and video instructions from the territorial commissions of the municipalities responsible for the areas where main production facilities and TAFs are located.

Additional difficulties in the organisation of the voting process on offshore oil and gas production platforms were caused by extremely unfavourable weather conditions: abnormally late ice melting, which did not allow the use of sea vessels to deliver ballots, and heavy fogs, restricting the use of helicopters. Nevertheless, the ballots were delivered to the offshore facilities on time. All materials were thoroughly disinfected prior to being shipped. Separate premises were prepared for voting at the facilities, where voters were registered, made their choice and dropped the filled ballots into the ballot boxes. Upon the completion of voting, all ballot boxes were sealed and delivered to the election commissions by helicopter.

The company faced even more difficulties when organising voting in TAFs. To ensure a contactless voting method and maintain isolation in residential premises, the company developed and agreed to a step-by-step scheme for organising and conducting voting in TAFs with the Election Commission of Sakhalin Oblast and Department of Rospotrebnadzor.

The territorial commissions prepared individual voter packages for each voter (hereinafter referred to as the Package) which contained a personalised ballot, an individual record sheet, a pen, disposable mask and gloves, an alcohol wipe, and instructions. The packages were delivered to the TAFs in advance and were thoroughly disinfected. The persons responsible for the voting went through a preliminary briefing on the anti-epidemic regime, moved along the TAFs in the full set of PPE, kept records of the issued packages. The packages were handed out simultaneously with the

0.011

distribution of food using non-contact methods: a trained employee of the contracting organisation placed the package next to the food and walked away from the door at a safe distance. Each employee left the room and picked up the package personally.

The collection of votes was carried out in the reverse order. The documents were verified remotely: a voter returned the ballot by presenting an unfolded identification document at a distance of 1.5-2 metres to a trained representative of the contracting organisation responsible for distributing and collecting the ballots. The ballot box was placed on a cart, both items were disinfected, the cart with the ballot box was moved along the accommodation rooms so that a voter could put the ballot paper into the ballot box without leaving the room and without touching open surfaces. Then the voter disinfected the contact surfaces and hands with gloves, washed his/her hands after removing the PPE. The ballot box was disinfected before the next room. Individual voter registration sheets were collected separately, using non-contact methods, by putting them into individual packages. Voting in TAFs was carried out under the supervision of a DEC representative wearing a full set of PPE.

Upon the completion of the vote collection procedure, the employees of the contracting organisations responsible for arranging the voting went through a disinfection procedure. Ballot boxes and packages with unused ballots were also disinfected. The early voting at the company's remote facilities and TAFs was implemented according to the approved plan and schedule, and without any violations. Sanitary and epidemiological requirements were adhered to, and safe conditions were created for voting citizens and for organisers at each precinct.

RESULTS

In 2020, for the first time in the history of the company, voting took place under challenging sanitary and epidemiological circumstances and during a planned shutdown at the gas infrastructure facilities of the Sakhalin-2 project (see Case "A Pit Stop on the Sakhalin-2 Track").

Heavy polling was noted in the process of voting at the facilities of the Sakhalin-2 project. In total, approximately 1,400 people took part in the voting, including:

- at Molikpag platform 107 people;
- at Piltun-Astokhskoye-B platform 102 people;

	at Lunsko	ye-A	platform	- 100	people;	
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- at OPF 238 people:
- at OPFC 195 people;
- at Nogliki base camp 50 people;
- at Prigorodnoye production complex 350 people;
- at TAFs 235 people.

As a result:

- all citizens of the Russian Federation at the remote facilities got the opportunity to vote;
- the spread of coronavirus infection into the company's facilities was prevented;
- a new voting algorithm, applicable under pandemic conditions or when it is impossible for members of election commissions to travel to the facilities, was developed and tested;
- the employees assigned to the election commissions developed new skills;
- there were no complaints associated with the inability to take part in the voting:
- a communication campaign was carried out to inform employees of the company and contractors about the voting, its timing, rules, etc. The following materials were prepared (made, distributed):
- informational posters;

a page on the company's internal web site;

- electronic banner:
- messages addressed to employees;
- news to the media:
- a letter of gratitude was received from the Chairman of the Election Commission for Sakhalin Oblast.

DEVELOPMENT

The described practice or its elements can be applied as a validated plan of action in case of emergency to ensure the safety and health of employees of the company, contractors/ subcontractors.

Certain practices (in particular, the assignment of employees to DECs) can be implemented when organising voting of any level under normal conditions, i.e. to save costs (when members of election commissions refuse to travel to offshore facilities), increase voting time from 2-3 hours to a full day.

The work performed has once again proved the effectiveness of Sakhalin Energy's practices, including the application of safety standards, some of which have been adapted or implemented in response to the COVID-19 pandemic.

QUOTES AND FEEDBACK

"As a responsible employer, Sakhalin Energy did extensive work so that every employee of the Sakhalin-2 project had the opportunity to vote. In spite of the challenging sanitary and epidemiological situation, as well as bad weather conditions near the offshore production platforms, the company managed to organise the voting process in a safe and effective way in close cooperation with the territorial commissions at all production facilities and corporate observation facilities."

Viktoria Cherkasova, Chairman of the Election Commission for Sakhalin Oblast

"It was important for employees of the Prigorodnoye production complex, who could not vote at their election precincts on the given date and had to fulfil their labour duties at the production facility under the self-isolation conditions, to perform their civic duty even in such a difficult time, and the company provided them with such an opportunity."

> Andrey Sharipov, Head of the HSSE and Quality Assurance Subdivision at the Prigorodnoye production complex, Sakhalin Energy

"For me, it was an entirely new experience, but I believe that we dealt with all tasks successfully. In particular, the work of the commission was organised

in such a way as to ensure that both the day and the night shifts had the opportunity to vote. We conducted a quality information campaign: informed colleagues in advance of the date and time of the event, collected voting applications (which is a mandatory requirement for residents of other regions of Russia), and promptly addressed all questions that came up."

Lyudmila Khimchenko, a member of the Precinct Electoral Commission No. 67 and Deputy Head of the Prigorodnoye Production Complex Equipment Repair and Maintenance Workshop, Sakhalin Energy

"It is not the first time the elections and voting have been conducted at the onshore processing facility, but every time it is a special event. This year, due to the situation caused by the spread of COVID-19, it was impossible for the election commission to arrive. On top of that, the voting coincided with one of the most serious periods in the OPF's life – the planned shutdown. However, the OPF employees officially assigned to the election commission managed to organise the work in such a way that every employee of the facility had the opportunity to perform their civic duty, even in such a difficult time."

> Anastasia Berezina, OPF Senior Facility Maintenance Engineer, early voting organiser at OPF, Sakhalin Energy

Corporate Corona Art

Creative initiatives: a corporate contest for the best Coronatales story and artwork

The COVID-19 outbreak has greatly impacted the personal and professional lives of the company staff. Their environment has changed: most staff have switched to distance working, the rotation shift was extended to three months, recreational centres were closed, business trips were limited, external and corporate events were cancelled, and a 14-day self-isolation was introduced at temporary accommodation facilities for personnel working at the company's production sites.

If this goes on for a long time, such events may adversely affect staff productivity and involvement and affect work quality, lead to errors and eventually undermine the company's business.

Without a doubt, it is especially important to incentivise the staff in such conditions. A favourable social and psychological climate among the staff not only boosts their performance, but it also helps bring out and develop human potential.

The company has implemented a number of initiatives as another way to raise team spirit, reduce anxiety and give an opportunity to share time with the family and rethink the situation. One such initiative is the Coronatales corporate creative contest.

- To maintain work continuity of the company in the pandemic situation.
- To build and maintain a positive attitude and a favourable psychological climate among the staff who have to work

OBJECTIVES

• To join the efforts of the company and contractor staff working at Sakhalin-2 facilities, and those of their family members in fighting the new virus.

TARGET AUDIENCE

- Employees of the company.
- Employees of recruitment agencies.

PARTICIPANTS

Staff of the Corporate Affairs Department.

REGULATORY DOCUMENTS

Coronatales Contest Regulation.

on a modified schedule (distance working, extended three-month rotation, 14-day self-isolation before start of work, etc.) at the time of high alert mode.

- To raise loyalty of the staff and their family to the company.
- To relieve stress in teams and encourage effective work of the Sakhalin-2 staff.
- Uncover and support creativity of teams and motivate creative initiatives among the staff and their family members.
- Employees of contracting and subcontracting organisations operating on a rotational basis at the remote production facilities of the company.
- Children and other family members of all above.

CONCEPT

The Coronatales creative stories and artwork contest was organised as an additional measure to create a positive team environment.

The following nominations were approved for the contest:

1. Best artwork: artistic presentation of any fairy tale character or fictional character defeating the coronavirus.

According to contest terms, artwork was assessed against the following criteria:

- on/off topic:
- novel design;
- composition;
- artistic expression of the artwork;
- creativity.

2. Best story: a fictional story of any genre depicting a character who defeats the coronavirus.

The stories were assessed against the following criteria:

- novelty and presentation of the creative concept;
- on/off topic, and complete interpretation;
- work style and novelty.

All the stories were created specifically for the contest and had never been published before. Each contestant could submit maximum three works for the contest. Works done both individually and in teams were accepted for the contest.

IMPLEMENTATION

A task group of the Corporate Affairs Department staff was set up to carry out the project. At the beginning, the organising committee members had to develop a visual presentation and name for the contest. It was decided to make Zmey Gorinych (a three-headed dragon), a national fairy tale character, the main hero who defeats the enemy while taking preventive measures and observing personal hygiene. That is how the idea of a contest featuring famous fairy tale or newly invented fictional characters fighting the evil coronavirus came up. With the contest topic in mind, the task group decided to name the contest Coronatales. The choice was made for a reason. One, both children and

alwavs defeats evil.

adults know and love fairy tales. Two, in fairy tales good

The contest was announced on 21 April. The last submission day was planned for 25 May, and the results were expected to follow on 1 June, International Children's Day. In May, however, some contestants asked for the end date to be postponed. It was then decided to extend the contest for another month. So, the last pieces of work were received at the end of June, and the results were presented in July.

Attracting the target audience was a top-priority task dealt with by the contest organisers. A detailed communication strategy was designed for a successful and effective launch of the process. A variety of tools and the main corporate channels were used to implement the strategy.

The first step was to hang up informational posters at all Sakhalin Energy facilities and offices and make e-banners on the corporate web site. Information about the contest, the project progress, contest works and their authors was communicated regularly.

For two and a half months, the contest organisers were preparing and showing topic-related information material on the news screen and in the monthly Vesti newsletter and sent out direct e-mails to all company staff. This approach helped announce the contest guickly and effectively.

To extend the media space, the contest organisers in collaboration with IT specialists designed and launched a themed web page via SharePoint. It was used to publish all the stories and artwork received from the contestants. Visitors could view the submissions and read the contest terms on the web site. Since outside access to the corporate internal web site was limited, the contest organisers set up an Internet web site available to the public to highlight the content and progress of the contest. Both web sites were actively used for online voting. Anyone, including company staff and their family members and close ones, could visit any of the offered web sites and vote for the entry of their choice. Submitted votes were then tabulated.

The final step was to name the winners. This was the most difficult task. One, the artwork style varied greatly from pencil drawings to computer graphics, and two, the workmanship was also diversified due to age (3 to 58 y. o.). Since the organisers had a hard time choosing the best work, they decided to award every contestant. Each work was announced as the best one in a certain nomination.

RESULTS

32 entries (12 stories and 20 illustrations) were submitted for the Coronatales contest. The works were written and designed mainly by children, but some (including team submissions) were received from company and contractor staff. Around 50 people took part in the contest.

In view of the difficult epidemic situation in the region and country-wide, for the first time in its history the company held a corporate event remotely via Zoom as it presented the results and awarded the contest winners. Around 50 people took part in the award ceremony. Speakers at the ceremony included the company organisers and invitees — Anastasia Makarenko, a journalist, blogger and storyteller and Communications Manager at Pro Helvetia Moscow — Swiss Arts Council and Pavel Shugurov, a famous Far Eastern artist, candidate of sciences and art critic from Vladivostok. The contest organisers announced the results and congratulated the contestants. At the end of the ceremony, a short video clip featuring the results of the contest was shown to the audience.

DEVELOPMENT

The company developed expertise in holding corporate events in unusual conditions where a large part of corporate communication is done from home (which may result in disengagement of the staff from the company's activities and affect work quality).

The new practice may be used for other corporate initiatives aimed at relieving stress and creating a comfortable team environment.

family members.

during the traditional annual World Through the Lens photo contest to involve more company personnel and contractor staff working at company production assets, and their

FEEDBACK AND QUOTATIONS

Капитан Джек и его обитаемый остров Порт-о-Пренс

"Thank you for organising the contest that gave me and my son unforgettable evenings together. It took us almost a month to write a story about Captain Jack and find suitable pictures.

My son's name is Gleb and he turned six this June. He is a very inquisitive boy and he has been fond of adventures from a very young age.

For the past three years, almost every night I have told him a story about Captain Jack. Every time I invented a new story and my son listened eagerly. And he was delighted when I told him about the contest. Every

evening he came to my room and we sat down to work on the tale and new stories. He gave me brilliant ideas and I helped him type, and he found pictures on the Internet for all the stories, all by himself.

The contest helped my son indulge in a fascinating work process. I believe he realised how difficult it is at times to express one's thoughts and how even more difficult it is to put them down on paper. He knows now what it means to work on a PC and how much time it takes. And of course, while making the tale he started believing that a remedy for coronavirus would be invented soon and that life would get back to normal."

Renat Yusipov, Lead Engineer, Sakhalin Energy

"I am always looking for new interesting art themes. At the same time, I watch how people react to different circumstances. For me, the situation with coronavirus was a kick to create some images, one of which I decided to share. The threat caused by one little virus has made people take better care of their health. Staying at home, wearing face masks and following all doctors' recommendations are the simplest things that can be done, even by children, but these things help us keep safe from major trouble associated with the virus. I hope that my work will not only be liked, but it will be useful, too."

> Elizaveta Moreva, 13, daughter of Sakhalin Energy employee

'When I received an e-mail about the contest. I decided straight away that I would write a story. I wrote the story together with my family (sister and wife) and it was great, as we spent some excellent time together. Each of us made an effort and composed rhymes – and that united us ever so much.

The next step was the voting. Each of us (my sister, my wife and me, my dad and my mom) tried to get our colleagues and friends to vote for our story – that was an experience in itself, as some of them suggested other things to be added to the story. We were filled with the atmosphere of working on the story and the contest fever so much. I think that such contests inspire us to create masterpieces (artwork, stories and many other things), unite family and friends, improve software skills (PowerPoint, Paint, etc.) and remind us that in addition to work we have families that we need to spend more time with. The contest was an excellent example that teamwork, to my benefit, brings people together (to cite the Russian cartoon character Matroskin the Cat)." Aleksandr Lukyanov,

> Senior Quantity Surveying Engineer, Sakhalin Energy

If I Am with My Friend...

Projects in the field of education, social protection and healthcare aimed at fighting COVID-19 and mitigating the impacts of the coronavirus pandemic

The COVID-19 pandemic has affected the activities of many companies and organisations, as well as the lives of people. The load on healthcare institutions has increased significantly. The self-isolation regime and the need to switch to distance work has affected the activities of many organisations, especially those of the social sector; for most of them, these approaches were new and required additional competences and resources.

However, the epidemic did not stop the implementation of corporate programmes and charity projects. Sakhalin Energy retained its key charity programmes and adapted them to the new reality. Moreover, started some new charity projects during this challenging period. The company made significant endeavours to mitigate the impacts of the coronavirus on the population at large and on various target groups by supporting non-profit organisations and institutions whose actions are focused on healthcare, education and social support.

To contribute to the mitigation of adverse impacts of the coronavirus pandemic within areas where the company has a presence.

OBJECTIVES

- To review demands for support measures and to identify key target groups and participants.
- To develop and implement additional measures and projects as part of company charitable activities:
- to furnish healthcare institutions with necessary equipment and consumables:

TARGET AUDIENCE

- Sakhalin Oblast community.
- Vulnerable groups of people recipients of services of non-profit institutions, including:
- physically challenged children;
- children from families with a deprived background;
- orphans;
- elderly people;
- others.

PARTICIPANTS

- Ministry of Social Protection, Ministry of Health, Ministry of Information Technology and Digital Development).
- Representatives of non-profit organisations and government authorities — members of the grants competition committee.

REGULATORY DOCUMENTS

- Minutes of the Sakhalin Energy General Coordinating Committee dated 2 April 2020.
- Regulation on the Special Competition "Digital Transformation of Educational and Social Services" (open

- To strengthen the internal corporate culture, to create favourable conditions and to expand possibilities for the active participation of employees in charitable activities.
- To support and enhance a positive image of the company as a leader in the sector of corporate charity.
 - to support development of innovative online forms of activities of non-profit organisations working in the field of education and social support by means of a grants competition aimed at implementing remote work formats:
 - to arrange a corporate charitable event involving employees to support the most vulnerable target groups.
- Pupils and students of educational institutions.
- Educational institutions.
- Healthcare institutions.
- Social protection institutions.
- Public, charity and non-profit organisations rendering social services in the field of education and social support.
- The Government of Sakhalin Oblast (Ministry of Education, Non-profit organisations and institutions in the field of education, healthcare, and social protection.
 - Company employees.

document, available on the web site of the company and the Fund of Social Initiatives Energy).

 Regulation on the Competition Committee of the Special Competition "Digital Transformation of Educational and Social Services".

CONCEPT

During the COVID-19 epidemic, the company is primarily focused on supporting vulnerable groups of people, as well as healthcare, educational and social protection institutions within the frames of its social investment programmes.

The company launched three new charitable initiatives in this area:

- Grants competition "Digital Transformation of Educational and Social Services".
- "Prevention and Treatment" project: supply of equipment and consumables to healthcare institutions.
- Corporate charitable event "Help Children Get Ready for School!" to support children from families with a deprived background.

IMPLEMENTATION

The company made significant efforts to mitigate the impact of the coronavirus epidemic within areas where it has a presence.

First of all, the company did not stop any of its charitable programmes. Sakhalin Energy provided the most comfortable conditions for its grant recipients to implement all current grant projects funded by the company. For this purpose, the effective period of the grant was extended as necessary, the project plan and formats of events were changed, and changes in the budget were agreed upon. The company prepared a list of useful links with information on available training resources, which allowed company partners and grant recipients to develop their knowledge and increase their potential.

The company evaluated demands on the basis of mass media monitoring, consultations with various departments in the regional government supervising social areas (Ministry of Education, Ministry of Social Protection) and review of the existing sources and possibilities for receiving financial aid. On the basis of this evaluation the company identified key demands and potential areas for support. Based on the above review, the company developed the

СОVID-19 коронавирус

Специальная акция

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Как помочь по ул. Курильская, 38.

three key initiatives that have been brought to life in the course of its charitable activities:

"Prevention and Treatment" project: supply of equipment and consumables to healthcare institutions

The programme, aimed at supporting healthcare institutions, was adopted and implemented promptly. The company shareholders allocated funds as requested to purchase equipment for healthcare institutions.

The company was in close contact with healthcare institutions and the Ministry of Health to respond in the most efficient manner to the regional demands in fighting the pandemic: they prepared a list of the specialised equipment needed in the regional healthcare institutions to fight the coronavirus. Four healthcare institutions (Sakhalin Regional Hospital, Yuzhno-Sakhalinsk City Hospital, Korsakov and Nogliki District Hospitals) received equipment and materials for preventing the spread of infection, protecting people's health, and for the delivery of care to sick people. The equipment delivered to the hospitals included oxygen concentrators, an oxygen station, air recirculation irradiators, a thermal cycler, express tests, pulse oximeters, as well as consumables for respiratory and infusion treatment, etc. Therefore, all necessary conditions were created in those hospitals to deliver timely and efficient medical care.

Grants competition "Digital Transformation of Educational and Social Services"

The company promptly developed and launched a new grants competition aimed at implementing online formats in the activities of organisations working in the sphere of education and social support and at mitigating unfavourable consequences of the pandemic. The competition was held by the Fund of Social Initiatives Energy. Both public and budget-funded institutions could participate in the competition. A competition committee was set up to evaluate the bids. It consisted of employees of the Ministries of Education, Social Protection, Information and Technology Development, independent experts representing non-profit organisations and employees of various divisions of the company, including Information Technology and Information Management Department and Intellectual Property Sector, Winners selected on a competitive basis received up to 600,000 rubles to implement their project ideas. The competition was held for four months, winners were selected on a monthly basis.

Corporate charitable event "Help Children Get Ready for School!" to support children from families with a deprived background

Company employees also had an opportunity to join the company charitable initiatives: the company arranged the charitable event "Help Children Get Ready for School!" for children from families with a deprived background from key regional districts where the company has a presence: Yuzhno-Sakhalinsk, Nogliki, Poronaysk, and Korsakov Districts. The employees of the Yuzhno-Sakhalinsk office, and those of remote facilities as well, could contribute to the common cause: the company head office provided a collection point for the necessary school accessories, and people could also participate by placing an order for school supplies via online stores. Consequently, everything necessary to get 207 children (from firstgraders to graduates) ready for school was collected during the two months of the charitable event.

RESULTS

As part of its grants competition, the company implemented a new progressive area to support socially significant initiatives, which allowed non-profit organisations to launch innovative online forms of activities in the field of education and social protection.

The company contributed to the common efforts in fighting COVID-19 and mitigating its impact in the territory of Sakhalin Oblast.

Four healthcare institutions in Yuzhno-Sakhalinsk. Korsakov and Nogliki were furnished with necessary equipment and consumables: accordingly, the necessary conditions for the delivery of timely and efficient medical care to people in the region of company presence were created.

During the first round of the competition (June 2020), three projects were supported from educational and social institutions aimed at developing innovative online work formats with vulnerable groups.

- The Remote Access Rehabilitation Project from Preodoleniye Centre. This project provides for the development of a web resource to help patients of healthcare institutions not interrupt the rehabilitation course and continue training without attending the centre. Thanks to this initiative, the employees of the centre were able to expand the range of remote consultations. Additionally, the project provides for the creation of personal accounts integrated with the Rehabilitation information analytical system that has been already implemented in Preodoleniye practices. It will enable the staff of the centre to maintain continuous remote communications with physically challenged children and their parents.
- The Digital Care Project is aimed at arranging remote work with frequently ill and disabled children. It was created by the school staff of Dachnoye setllement, whose pupils will be able to receive distance education and participate in online conferences. Besides, the rural school will be able to arrange additional classes and consultations for gifted children. Equipment for four mini studios will enable teachers to create high-quality video content for classes and consultations.
- The Way to New Opportunities Project was developed by the social rehabilitation centre for minor children "Ogonek". After the project launch, the centre will receive a mobile computer class to enable its children to receive education and participate in online contests and skills competitions outside the educational institution.

636,000 rubles of personal donations of employees were raised during the corporate charitable event "Help Children Get Ready for School!".

During the corporate charitable event "Help Children Get Ready for School!", 207 children from families with a deprived background received help across four regional districts where the company has key facilities.

DEVELOPMENT

In the future, the special grants competition "Digital Transformation of Educational and Social Services" will become one of the areas of the traditional grants competition of the Fund of Social Initiative Energy.

FEEDBACK AND QUOTATIONS

"Today the laboratory of our hospital performs the most analyses in Russia each day per 1000 persons, but the region's demand is certainly higher, so we need to increase our testing capacity."

Andrey Shiryaev, Medical Director of Yuzhno-Sakhalinsk City Hospital named after F. Ankutdinov

"Timely testing is the key element in diagnosing a disease and, therefore, in the effectiveness of its treatment. I would like to praise the achievements and even breakthroughs of the island's healthcare delivered by our medical colleagues on Sakhalin in the recent months, which we have contributed to as well."

Konstantin Kokorin, Head of Corporate Health Section, Sakhalin Energy

"This year we all faced unexpected difficulties and found ourselves in a new reality. It is difficult for many people, but it is the hardest time for the families with children where parents lost their jobs or a large chunk of their income. This charity campaign specifically targeted such families."

> Anna Lygina, Lead Specialist, Social Performance Subdivision, Sakhalin Energy

"This help is huge. I'm a mother of four. Two of them are schoolchildren, and, of course, preparing for the school year always puts a strain on our budget. But it got harder this year, so Sakhalin Energy's charity campaign came in really handy."

Anastasia Vylkova, Yuzhno-Sakhalinsk resident

"It is critical that we join our efforts today when we are fighting the coronavirus. Procuring this equipment is of great help for us. Some oxygen concentrators will be sent to other clinics, including Korsakov and Dolinsk District Hospitals, which are now in hotsposts of the infection."

Vladimir Rozumeiko, Medical Director of Sakhalin Regional Clinical Hospital

"Socially responsible businesses must quickly react to any changes in the community. This is especially important in the situations affecting everyone, such as the current COVID-19 pandemic. The company is fighting on two fronts, so to say — one is to keep our assets virus-free and keep the people safe, and the other is to support healthcare providers working on the forefront of coronavirus response. As early as this spring, Sakhalin Energy engaged with the regional Healthcare Ministry to develop a complex Healthcare Support Programme in view of the coronavirus pandemic."

> Natalia Gonchar, Head of Corporate Affairs Department, Sakhalin Energy

