



LESSONS LEARNED FROM THE PANDEMIC IN LNG TERMINALS

Yovannis Mierez



INTERNATIONAL GROUP
OF LIQUEFIED NATURAL GAS IMPORTERS



SEMPRA
INFRASTRUCTURE



Gate terminal

GrainLNG



TotalEnergies



ENGIE

REN

July 2023



NAVIGATING CHALLENGES AND BUILDING STRONGER INFRASTRUCTURES

LESSONS LEARNED FROM THE PANDEMIC IN LNG TERMINALS

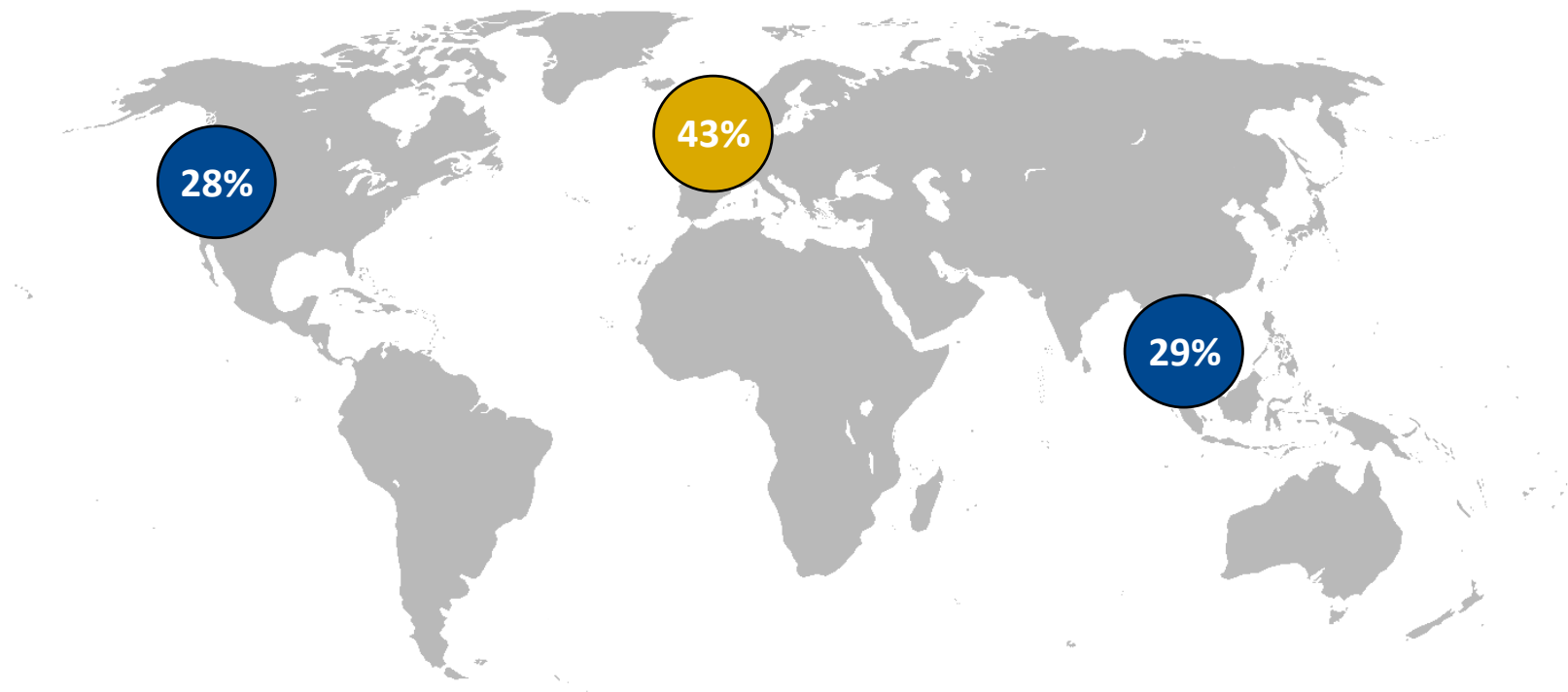
Objective:

Share the key insights and lessons learned by LNG terminal operators during the COVID-19 pandemic, with the aim of enhancing the resiliency and reliability of global LNG industry.

LESSONS LEARNED FROM THE PANDEMIC IN LNG TERMINALS

Introduction:

The focus was on how the pandemic affected the operations, business continuity and safety of the LNG import terminals.





IMMEDIATE IMPACT

LESSONS LEARNED FROM THE PANDEMIC IN LNG TERMINALS

Immediate Impact

Establishing a governance structure.

Activate a crisis team

Cooperate cross-functionally

Develop the strategies required for immediate changes.

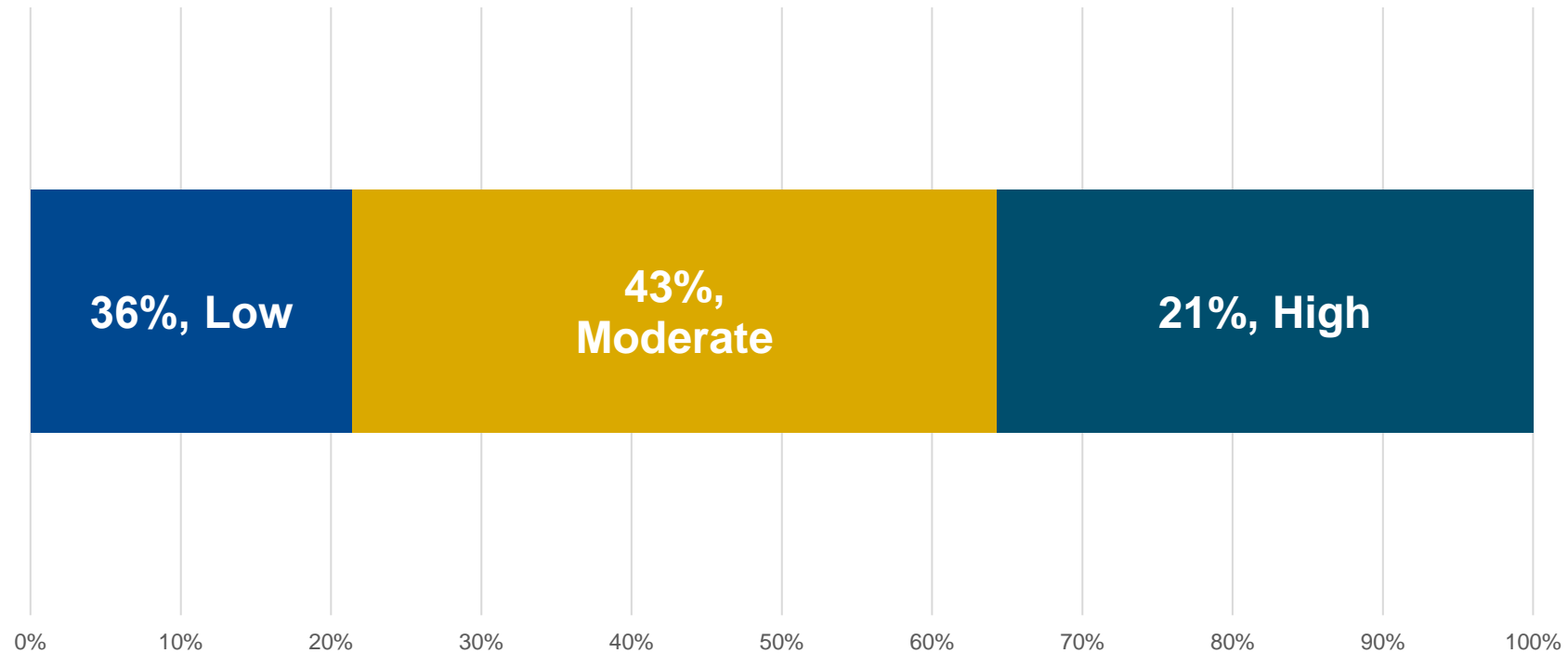
Based on Survey: 64% of companies had a well-established crisis management team and 36% implemented a new team during the pandemic.



OVERALL IMPACT

LESSONS LEARNED FROM THE PANDEMIC IN LNG TERMINALS

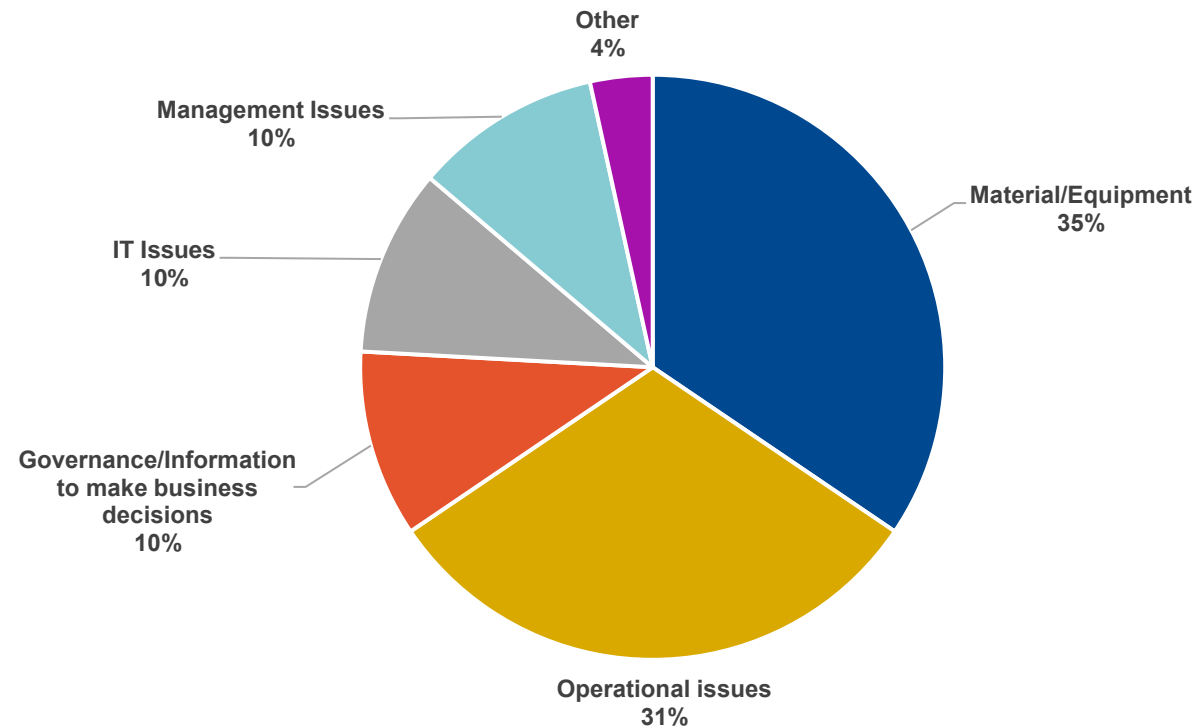
Overall Impact:



LESSONS LEARNED FROM THE PANDEMIC IN LNG TERMINALS

Challenges:

Member companies' biggest challenges during the crisis.



LESSONS LEARNED FROM THE PANDEMIC IN LNG TERMINALS

Policies and Procedures:

Implement and adapt policies, procedures needed for Governance

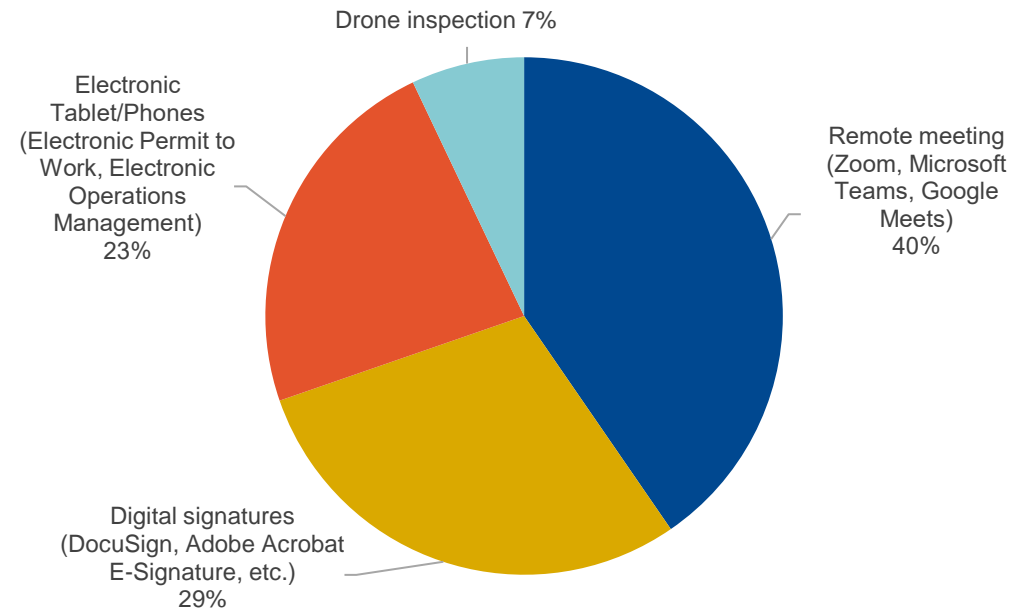
Expeditious general requirements for organization change, communication protocols, management

LESSONS LEARNED FROM THE PANDEMIC IN LNG TERMINALS

Technology:

Technology was an important enabler.

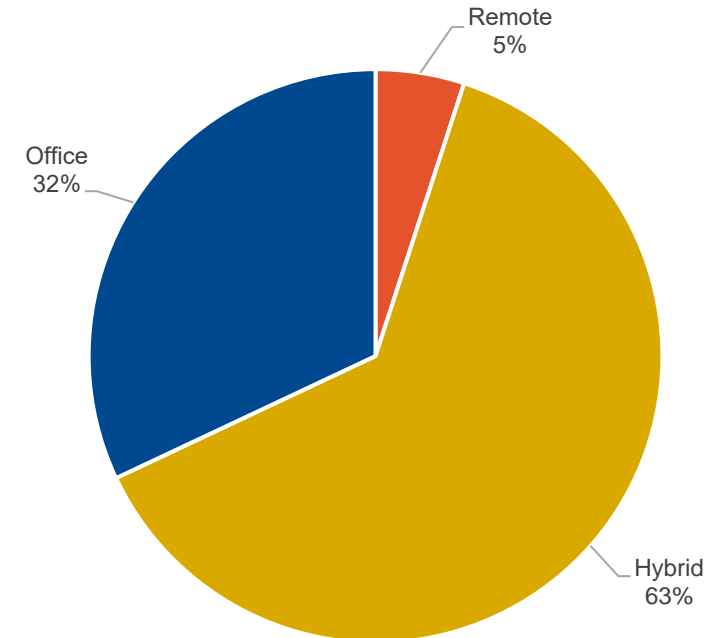
86% of member companies implemented a certain degree of technology



LESSONS LEARNED FROM THE PANDEMIC IN LNG TERMINALS

Work Schedule:

Member companies reported various work schedule transitions during the pandemic.



LESSONS LEARNED FROM THE PANDEMIC IN LNG TERMINALS

Services / Consumables / Spares:

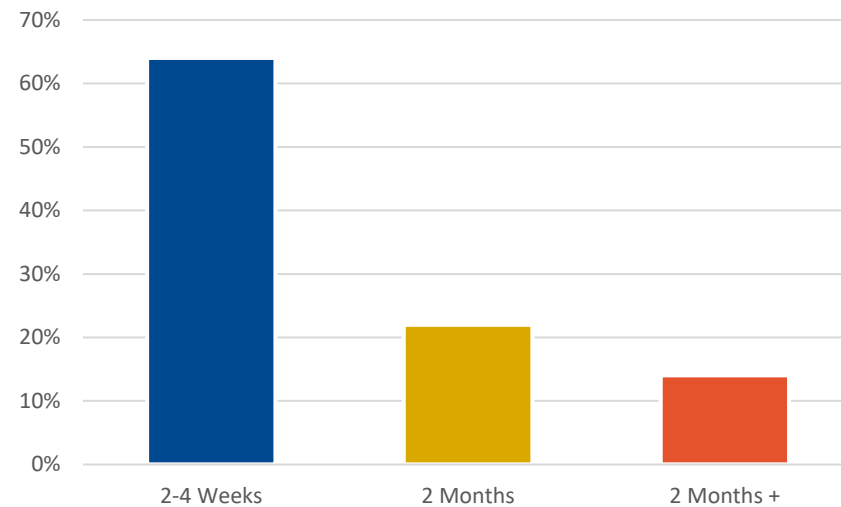
Nearly 40% of companies reported services and consumables shortage.



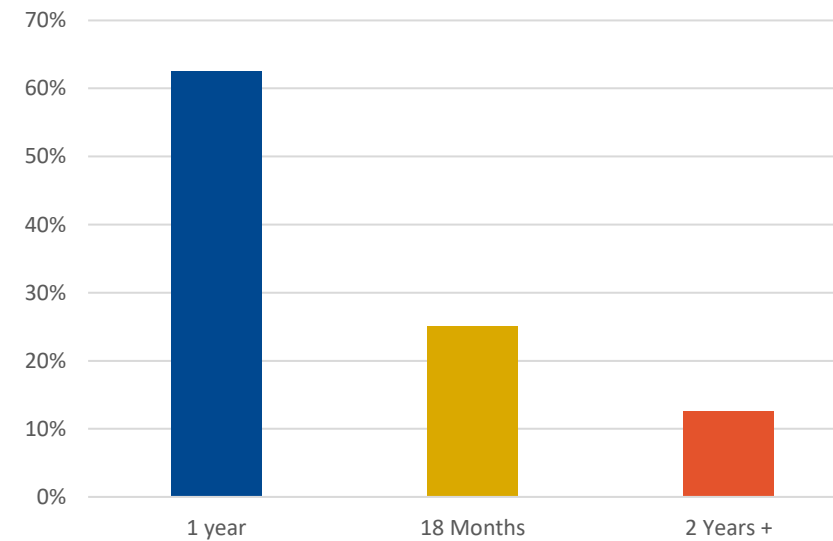
STABILIZATION PERIOD

LESSONS LEARNED FROM THE PANDEMIC IN LNG TERMINALS

Stabilization Period:



Stabilization Period 1 (Lock Down)



Stabilization Period 2 (New Norm)

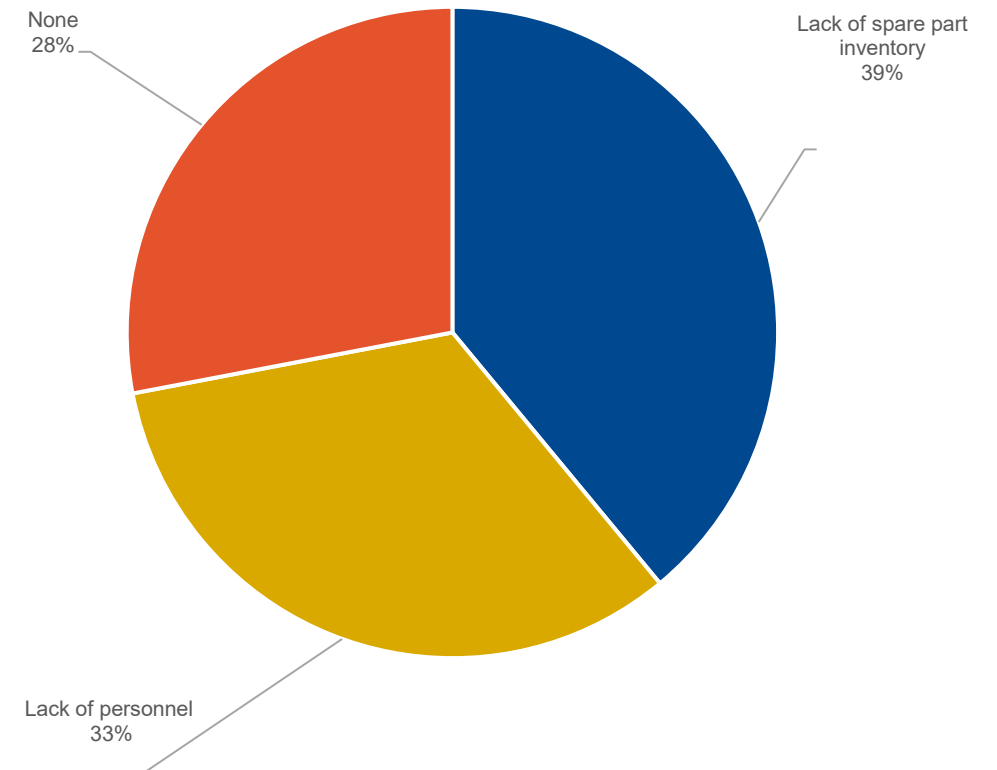
LESSONS LEARNED FROM THE PANDEMIC IN LNG TERMINALS

Maintenance:

Maintenance activities reduced to an acceptable minimum

Greater impact on projects in the execution stage

72% of the companies reported some degree of maintenance backlog induced by the pandemic



LESSONS LEARNED FROM THE PANDEMIC IN LNG TERMINALS

Operations:

Reduced amount of essential personnel

Key personnel were set in camps, nearby hotels where available

Shift handover was done by phone to avoid direct contact with each other

71% reported remote custody transfer of LNG unloading process

Implemented digital signature, electronic permit to work management system.



LESSONS LEARNED

LESSONS LEARNED FROM THE PANDEMIC IN LNG TERMINALS

GIIGNL members identified the following items as best practices:

1. Crisis management team ready
2. Critical activities sense of urgency
3. Timely policies and procedures
4. Informed workforce
5. Psychological and motivational support
6. Company technology plan

LESSONS LEARNED FROM THE PANDEMIC IN LNG TERMINALS

GIIGNL members identified the following items as best practices:

7. Fully functional emergency/crisis room
8. Rotating crisis team members
9. Emergency procedures update
10. Dry runs with executives and higher management
11. Long lasting crisis scenarios in your areas

LESSONS LEARNED FROM THE PANDEMIC IN LNG TERMINALS

GIIGNL members identified the following items as best practices:

- 12. Adaptability as a key factor in company governance
- 13. Plan for remote workplace implementation.
- 14. SME bank

LESSONS LEARNED FROM THE PANDEMIC IN LNG TERMINALS

Conclusions:

The LNG Industry rapidly reacted to manage:

- Health of employees and business continuity.
- Extreme uncertain and unprecedented crisis
- Establishing new conditions
- Local and federal health organizations, recommendations and guidelines.

The LNG Industry has successfully overcome the COVID 19 crisis and embraced lessons learned to increase reliability, sustainability and preparedness.

- We are very optimistic about the future of LNG.



LESSONS LEARNED FROM THE PANDEMIC IN LNG TERMINALS

Thank You

