PLNL
Point Lisas Nitrogen Limited

PIPELINE NEWSLETTER

Edition 4, September - December 31st , 2019

SEASON'S GREETINGS





PLNL Team at AMCHAM 2019 Conference

Celebrating Awardees

20-years service



J. Bheekoo



L. Alexander

15-years service



H. Elcock-Clairmont



D. Francois Jr.

5- years service



A. *Sooknanan*



S. *Ramnarine*



T. *Neptune*



S. *Mohamed*

"HSSE makes good business sense"

AMCHAM T&T has championed the promotion of HSSE excellence through its annual HSSE Conference - now in its 23rd year. The Conference which was held this year for two days (October 23rd and 24th) at the Hyatt Regency continues to be the source of encouragement to companies to uphold the highest HSSE standards of excellence and reap positive benefits.

AMCHAM promulgates the important HSSE lessons learnt through knowledge sharing by subject matter experts. The experiences shared from organization to organization is an important tool that can change perceptions and outdated ideas, opening up a new forward thinking approach to job management.

Eleven PLNL employees, including Vijay Latchmansingh (M&R Manager), Cindi Nandlal (HSSE Manager) and Ann Marie Ramsundar-Radhay (HSE Chairperson) attended this year's Conference. Once again we were proudly represented in the roles of presenter (Vijay) and moderator (Cindy) at this year's Conference titled *"Advancing The Transition"*.

Our employees have definitely benefitted from the information sharing and exposure to best practices; more so, conferences of this nature continue to equip the work force with tools to create and maintain HSSE excellence on Plants both locally and internationally.

A Memorandum of Understanding (MOU) was signed at the Conference between AMCHAM T&T and The United Nations Office for Disaster Risk Reduction (UNDRR) in an effort to support the private sector Alliance for Resilient Societies (ARISE) project initiative as they work towards a sustainable future.



Unscheduled T.A.R affects Reward & Recognition Gala

Plans for the rescheduling of our Annual Reward and Recognition Gala created a conundrum for management mere days before the hosting of the first of two Reward & Recognition Gala functions scheduled for both shift and daylight employees on November 16th and December 7th respectively.



A situation identified on the Plant took immediate precedence over the Awards and resulted in the decision to shut the Plant down for two weeks from December 2nd. This caused the cancellation of the main function scheduled for December 7th, 2019. However, both functions coalesced into one event on November 16th, 2019 at the Cara Suites Hotel, and hosted employees, nested contractors and their guests in celebration of our long service awardees.

At the Gala, eight (8) employees were scheduled to receive long service awards and be recognized for their years of achievement at PLNL. Two employees, *Lynette Alexander* and *Jason Bheekoo* commemorated their 20 year milestone Unfortunately, due to TAR responsibilities, Jason had to be on site while Lynette was also noticeably but unavoidably absent due to a bout of the flu.

Of the two 15-year awardees to be celebrated, only Hazel Elcock-Clairmont was on site to receive her award while Dave Francois Jr, like his peer, Jason Bheekoo was absent due to his work schedule on TAR .

We also aid tribute at the Gala to our five year awardees, *Ajay Sooknanan, Tenille Neptune, Savitri Ramnarine* and *Safir Mohamed* who were all in attendance to receive their award and celebrate their very first milestone at PLNL.

Employees, contractors and their guests were served a sumptuous meal, enjoyed the magical ambiance created by the festive décor and the camaraderie of peers and family. Many employees danced the night away and left appreciating the hard work that was put in by the event planning team charged with the responsibility of planning, coordinating and executing the event.

As a consequence of the absence of some awardees at the Reward and Recognition Gala and taking into consideration that the Plant would be back on stream by this time, a Christmas Luncheon was planned for Friday 20th December 2019. Unfortunately, this too had to be cancelled due to another problem on the Plant that determined the need to bring the Plant down again.

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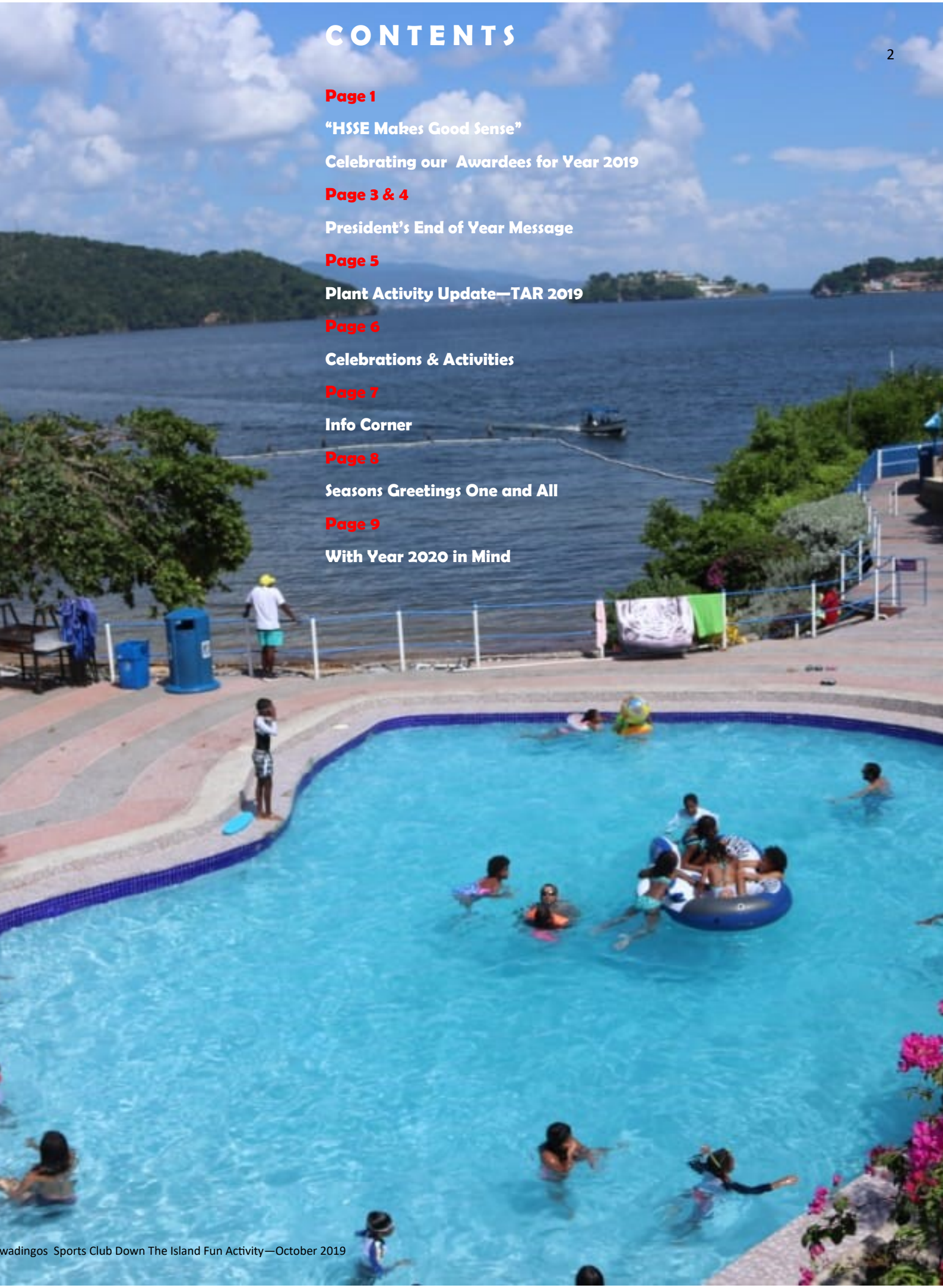
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With Year 2020 in Mind



wadingos Sports Club Down The Island Fun Activity—October 2019

PRESIDENT'S PAGE

President's End of Year Message—2019





Fellow Employees,

I take this opportunity to wish each of you and your families a safe and happy holiday season, holy Christmas and a bright and prosperous New Year 2020.

We Can't Spell S ccess Without "U".

As we reflect on PLNL's performance and activities for 2019, I recall that we started the year by emphasising the importance of you, the employees, to the success of this Company. We did that as we adopted the phrase **"we can't spell s ccess without "U""** and shared pins to remind us of that truth. In addition, a number of employees were also recognised for long and meritorious service to PLNL – some with as much as twenty years' service.

However, during the year, we mourned the passing of our experienced colleague in the person of the late Anthony Mitchell and it still hurts when we recall his untimely passing but our memories of him and his legacy lives on. We also said "bon voyage" to a few long standing members of the PLNL family like Gerard Joseph, Fitzroy Beckett and Junior Morris.

We also welcomed a number of new employees and trainees in 2019 and I am happy to see that they are now fully integrated into the organisation, rising to the challenges of safe and sustainable operations.

December 2019 Plant Outage.

This message follows our restart of the plant after the original twelve-day plant outage that occurred from December 2nd to 14th but was extended to 24th, 2019 inclusive due to new problems identified. Employees will recall that this outage was originally intended for March 2020 but the unexpected deterioration in plant performance required an earlier intervention. Consequently, during this outage, key reliability issues affecting the plant's performance were rectified and based on the completion of this outage, our next scheduled intervention is now carded for the first half of 2021.

On behalf of the Board and Management of PLNL I extend our sincerest appreciation to all employees for the hard work in executing this outage and the subsequent repair activity. Your teamwork and dedication during this period as well as the pride with which assigned tasks were completed were exemplary.

HSSE Achievements

Also in 2019 we achieved the very notable milestone of 1 million man-hours without a lost time injury on our site and completed a very visible HSSE Policy statement for PLNL.

We also achieved:

- the completion of an HSSE Management System for PLNL;
- the revision of our Job Safety Analysis forms and procedures;
- the appointment of a Process Safety Management leader in the person of Mr. Sheldon Samsoondar;
- the revision of the safety rules for site including the installation of new signs, and
- multiple meetings with contractor/service companies to share our vision and obtain their support.

I take this opportunity to applaud all employees and teams for the positive response to the HSSE changes and initiatives occurring on our site in 2019.

Plant Operations achievements

On the plant side, our Operations and Maintenance & Reliability teams completed another Ammonia Storage Tank inspection and for the first time in the history of the site, completed a mini-maintenance outage of the ammonia storage flare and vent system. Other notable achievements include: the commissioning of a new ammonia refrigeration compressor; the maintenance and upgrade of the ammonia loading arm on the pier including the control system; completion of key plant hazards and layers of protection studies and procurement of major equipment and some catalyst for the upcoming plant turnaround.

In 2019 we also concluded a number of studies of the plant's performance and on the basis of those studies we have now scheduled our next major Plant Turnaround in 2021, skipping what will be a very busy turnaround year in 2020 for a number of plants on the estate.

Industry Participation and Knowledge Sharing

Since my arrival in June 2018, I have been impressed with the very high level of competence and knowledge resident in and demonstrated by PLNL employees. Therefore, in 2019, it was very satisfying to see some of us share that knowledge within the local industry in ways that brought great admiration to PLNL.

These include:

- the Electrical/Instrumentation team members involved in the PLEA electrical safety initiative – Marissa Beharry and Robin Ramoutar;
- our Plant Manager Roger Williams and Maintenance Manager Vijay Latchmansingh for their presentations of Process safety learnings at the inaugural PLEA Process Safety Conference held in June and the AMCHAM Safety Conference held in October;
- Roger's role as a member of a team of PLEA professionals who are tasked with review of statutory obligations of process plants in Trinidad and Tobago;
- our Technical Manager Mr. Sheldon Jadoonanan is now a member of the UTT Industry Advisory Board, working with UTT to ensure relevance of the many programs including Process Plant Operator Training;
- our HSSE Manager who is a member of the Safety Committee at the AMCHAM and who successfully moderated one of the key sessions at the recently concluded conference;
- our Materials Manager Mr. Zaid Mohammed is one of the leaders of the industry Procurement leaders' grouping which meets on a quarterly basis; and
- our HR Manager Ms. Lorraine Charles participation in meetings of HR Managers throughout the estate.

RR&E's

As we continue to focus on building capacity in this company I also extend my heartfelt appreciation to all employees for completing the many Roles Responsibilities and Expectations (RR&E's) workshops held for the first time in our company's history and for the preparation of the baseline documents for the process going forward. These will be used in a real way as we continue our thrust to improve the work related competencies within the organisation through training and good performance improvement dialogue.

Support Departments

It also gives me great pleasure to recognise that the support departments demonstrated their immense value to the organisation through the completion of a number of initiatives. For instance, the IT department conducted many User Requirement workshops to determine the IT needs of the various departments and they also completed the disaster recovery site relocation project amongst others.

In the area of Compliance, we welcomed our new Compliance Officer in 2019 in the person of Ms. Karen Peters who has brought a maturity and calming influence to the role and who has been very active in updating our policies, reviewing our practices and training our employees and contractors.

In addition to their traditional areas of training, performance management, administration of compensation and benefits the HR Department also distinguished themselves in returning a Canteen service to the site and we expect that service to grow even more in 2020.

Let me also recognise the work of the Finance team led by Finance Manager Sharik Khan, who continues to represent our financial performance faithfully and dutifully to our auditors, shareholders and statutory authorities. In 2019 this team was severely challenged with resolving long standing issues with the external agencies and they together with key stakeholder partners achieved long sought conclusion to these matters. We also recognise their work – in close collaboration with HR – in clarifying the status of post-retirement benefits for all employees, demystifying the current plans and ensuring realistic expectations by all.

Corporate Citizenship

With respect to the PLNL brand and how we are perceived in the wider community and industry we recognise and applaud the Corporate Communications team for facilitating; another successful community health outreach day 2019; PLNL's family day 2019; the employees' response to Hurricane Dorian's damage to the Bahamas and the partnering with the University of the West Indies in hosting a two-day Research Conference by the Faculty of Food and Agriculture including a feature speaker for the event from our shareholder CF Industries.

2020 Activities

Additionally, in 2020 we look forward to:

- the roll out of our Human and Operational Performance Program aimed at further improving our HSSE capacity and resilience;
- our Job Evaluation exercise to better manage the various job grades within the company;
- the use of Office 365 a new tool and a new Website to better represent PLNL to the world.

We will also place a heavy focus on energy efficiency and overall plant improvement that will prepare us to achieve even better business results post the 2021 Turnaround.

I am excited to serve as your President at this time and I know that all of you share my excitement and the vision of success of PLNL.

Clearly these are but a few of the many achievements and victories we recognise for 2019 and anticipate in 2020 as we continue the rebuild of the organisation and prepare for a major plant turnaround in 2021. ***For 2020 I commit to living and demonstrating the values of PLNL as we rebuild this organisation from the inside out and I am counting on each of you to commit to the same.***

Plant Activity Update - TAR 2019

Under the direction of Operations Manager, Nevia Maraj, the ammonia unit and utilities were taken offline on December 02nd 2019 for the planned Turnaround (TAR) which was expected to last twelve (12) days.

Access to the Unit was restricted during daylight hours on both December 02nd and 03rd . During this time, the Operations Team began the purging of the Plant in an effort to cool down and secure the reactors. Anticipated high noise levels were therefore presumed due to EVT testing of the steam safety valves .

Contracted manpower was expected to approximate 250, however this number quickly peaked to 368 personnel on site by December 6th and continued to fluctuate during the scheduled days. The HSSE Team worked around the clock to ensure vigilance and enforcement of safety rules. This meant that safety inspections and substance abuse checks were carried out consistently and toolbox meetings skewed to cover relevant safety topics all geared to drive home the safety message. Despite keen vigilance a few incidents occurred that compromised safety.

On Saturday 7th Operations were advised by T&TEC of the need to conserve electricity, however, the probability of losing power remained very low. Internal arrangements ensured that in the event of low power, emergency generators would take the load so that the areas requiring power would continued to be supplied from mobile units.

As job completion was achieved in many areas, manpower on site dwindled to 95 persons. Inclement weather on December 11th impacted the progress of many ongoing jobs however, this did not delay scheduled start-up as, on the morning of December 12th, steam was seen emanating from the Stripper. The plant was restarted after replacement of the 101C. Gas was introduced on December 17th and it was expected that ammonia production should begin. Unfortunately, problems resurfaced and investigations revealed the existence of boiler feed water leak in the back end of one or more of the heat exchangers. On Wednesday December 18th , a decision was taken by management to bring the Plant back down. It is anticipated that the Plant will be down for a further week with an anticipated start up date of Christmas Day, December 25th. This means that our already tired workforce will be stretched as they continue to work feverishly to completion.

Even while we are all anxious to get the Plant back on stream, it is absolutely necessary to continue to put personal safety first so that all risks to plant and person are mitigated. Employees are reminded however that whenever they feel overcome by fatigue during the hectic work schedule they should consider taking a Fatigue Day in accordance with the Company's Fatigue Management Policy.

Fatigue, according to PLNL's policy is the physiological state of reduced mental or physical performance capability resulting from sleep loss or extended wakefulness or workload (mental and/or physical activity) that can impair a person's alertness and ability to safely operate under normal circumstances or perform related duties safely. T he safety consequences of fatigue include the following:

- ◊ Decreased alertness
- ◊ Slowed reaction time
- ◊ Poor hand-eye coordination

Take it easy. Keep a steady pace with your daily activities. Strike a balance between work, socializing and relaxation. Try to maintain the same level of daily activity. Do not overwork yourself even if you're feeling great. You may push yourself too hard and this may cause you to feel unwell for days afterward.

Rest…….Relax…….Recuperate



Operators taking a short break on the Plant during TAR

"we are all disappointed with this latest development but we need to refocus and also execute this second outage safely and efficiently".

Roger Williams, Plant Manager





N. Maraj





G. Hercules,





L. Charles



D. Heywood

Classroom Ends and Shift begins for Trainees

Intense classroom training, coupled with on-shift experience for six (6) Operations trainees ended with the presentation of certificates by the Operations Manager, Nevia Maraj.

Trainees will now be assigned to respective shifts to complete their 2nd year process plant operator training. We congratulate each of them for the diligence shown and the pubescence displayed in their dedication to the first leg of their training.

Training coordinator Ghe Hercules must be commended for his holistic approach and training methodology applied to the program that went beyond academia into psychological assessment; all geared to ensure that each trainee becomes suited to and for the operations environment.

During classroom, trainees were allowed to experience a short stint of working on 12 hr shifts where their social areas were challenged and stretched. This of course has definitely resulted in a much stronger and well rounded batch.

At the short hand-over held in the Canteen, trainees were addressed by the Operations Manager Nevia Maraj, HR Manager, Lorraine Charles and Corporate Communications Lead, Denise Heywood.

Chandini Lall was selected by her peers to give the vote of thanks and she spoke highly about the quality of the training received, the excellence of the trainer's approach and the positive impact created by the entire Operations Team for this group of trainees.

PLNL—A proud sponsor!

The University of the West Indies—Faculty of Food & Agriculture Research Day 2019

PLNL
Point Lisas Nitrogen Limited



Bob O'Leary – CF Industries and
Professor Wayne Ganpat, Dean of Food & Agriculture



Bob O'Leary – Feature Speaker



Professor Stephan Gift and
Fitzroy Harewood



Cross-section of Students



Fitzroy Harewood
President – PLNL



L to R : Professor Wayne Ganpat, Fitzroy Harewood,
Bob O'Leary and Professor Stephan Gift

Bob O'Leary of CF Industries -
Feature Speaker at UWI Faculty of Food and Agriculture Research Day 2019

Celebrations & Activities

INFO corner

Divali celebrated…

Employees of the Hindu faith celebrated Divali at PLNL with a luncheon at which many Indian delicacies were shared to invited guests comprising employees and former employees; many of different religious faiths.

The 'pick-a-pan' competition generated much fun and laughter for those in attendance.

Master of Ceremony, Shiva Ramjattan was handsomely attired as he presided over the program with a high degree of professionalism, ensuring a well organized and entertaining program.

From a bevy of beautifully attired ladies in elegant saris, Ms Amanda Colley, one of the contracted employees was voted as having the most beautiful sari. And indeed, 'Mandy' looked elegant in a beautiful blue and white sari which was perfectly suited to her statuesque frame! Congrats Mandy!

Shubh Divali to our Hindu population!



Ghee, Doc, Vijay & Jadoo pose in colourful kurtas



Lovely ladies in beautiful, colourful saris

It' Christmastime!



Start decorating—its Christmas!
Tea ladies, Nola, Tricia and Reecia set the Christmas mood!



Shiva Ramjattan, Master of Ceremony



Best Sari—Amanda Colley



SWADINGOS



Vishnu Persad about to enjoy his boat ride!

Another successful Swadingos event!

Down the Islands Cruise

The down the island cruise was a total success and was well attended by members, their families and friends.

Children' s Christmas Party cancelled

The Swadingos'annual end of year Children's Christmas party scheduled for December 15th, 2019 at the Oasis Park in San Fernando was another event that suffered due to the unplanned TAR. However, while the children and spouses will be disappointed in not enjoying the Christmas party this year, the Club's executive has arranged with Santa to deliver the gifts personally thru his 'elves'.

Do you know these "ladies"??

funny memory (lol)



SEASON'S GREEETINGS



PRESIDENT
Fitzroy Harewood

May you have a peaceful, joyful and safe holiday season and a wonderful New Year 2020

Compliance



Karen Peters

Corporate Communications



Denise Heywood



Yvette Barrington

Human Resources



Chandra Ragoonanan, Giselle Jaggessar-Charles
Lorraine Charles Tahirah Kerr-Arrindell

Finance



Sharik Khan



Tara Lakhan



Ann Marie Radhay



Reshma Ramai



Kaloutie Bissoon-Teekeram

Health Safety Security & Environment



Cindy Nandlal



Jason Ross



Dexter Sonny

Information Technology



Shurla Joseph



Darryl Roberts



Kerdysha Gittens



Shane Rattan

Materials



Savitri Ramnarine



Zaid Mohammed



Sheldon Suguya



Hazel Elcock-Clairmont



Vicanna Narine



Dave Francois Jr



Shimonah Lutchmedial-Ali



Nicholas Sirju

Maintenance & Reliability



Janelle Parris

Technical



Sheldon Samsoondar



Nandani Neeranjan



Alicia Ramkumar



Gregg Pinheiro



Visham Goberdhan



Sariyah Lachman



Veda Ramcharitar



Anthony Balwah



Khelion James



Kiran Rampat



Shenelle Dhoray



Devonn Paterson

Plant Management



Nevia Maraj

Roger Williams



Vijay Latchmansingh

Allan Cayenne

Sheldon Jadoonanan

Mechanical

Safir Mohamed

Gerald Mollineau

Bhagat Samaroo

Jason Bheekoo

Saffraz Mohammed

Carlyle Ramsundar

Damion Seecharan

Vishnu Persad

Videsh Maharajh

Shirvan Sookram

Miklyle Moolchan

Electrical /Instrumentation

Marrisa Beharry

Robin Ramoutar

Poonram Balgobin

Ryan Ramoutar

Shiva Ramjattan

Rishi Jaglalsingh

Zahir Khan

Operations

Lynette Alexander

Emerald Pollard

Randall Motilal

Ghe Hercules

Adrian De Gannes

Chandprakash Ramsamooj

Errol Rampersad

Chandraka Sonny

Shareek Hosein

Curlan Ellis

Larry Somar

Wayne Polius

Azim Mohammed

Atiba Clarke

Kayyam Lee Shue Ling

Rory Theagali

Emerson Mohan

Makesi Blackett

Arlene Ayers

Rishma Deoki

Shamir Saiphoo

Richard Hutton

Terrison Wiltshire

Michael Mohammed

Shivan Mahabir

Aaron Mungal

Darrell Lawrence

Rondell Ransome

Andrew Pollard

Jeffrey Smith

Rupash Ramlal

Arnold Davis

Tenille Neptune

Renaldo Pariag

Christopher Boodram

Ajay Sooknanan

Selena Silochan

TRAINEES

Nicholas Ramoutar

Matthew Ganga

TRAINEES

Chandini Lall

Colin Coldero

TRAINEES

Teanna Dipchan

We wished our fence line neighbours Christmas cheer!!





Mr Harewood wishing good cheer to families of the Carli Bay fisher folk who lost their lives at sea early this year

With Year 2020 in mind……

"As an organization, we have taken on many challenges this year, but all of the things we accomplished this year were due to one thing: **US** —the people of this organization. Together, we made what seemed like impossible situations - achievable. In the words of Helen Keller, *"Alone we can do so little, together we can do so much"*, or, as the author and leadership expert Ken Blanchard says, *"None of us is as smart as all of us."*

Earlier this year our President, Mr. Fitzroy Harewood, summed it up when he gave us each a lapel pin which says

"We can't spell S CCESS without U!"

and those words are true, all of our success is really because of our commitment, dedication and loyalty to this organization."

As we look forward to the challenges, opportunities and surprises which no doubt will come in the New Year, let us remain confident that we will face them with as much grace, resourcefulness and dedication as we did in 2019".

Merry Christmas to all!

Denise Heywood, Corporate Communications Lead



Visit us on our Company Facebook Page & Intranet Site



PIPELINE

Y. Barrington-Thomas

Special thanks to all those to contributed to this edition of our Pipeline Newsletter

December 2019

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