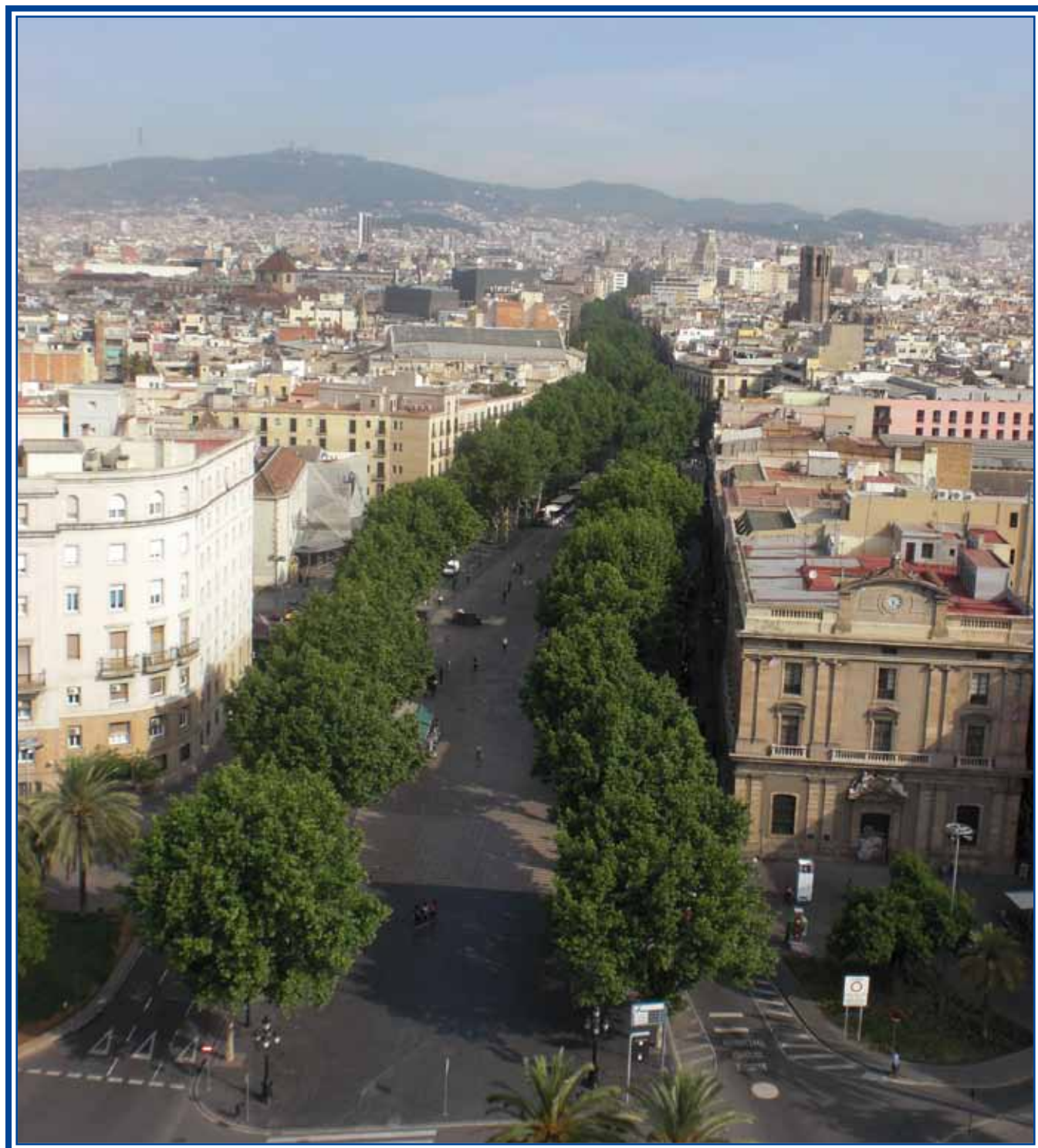


IGU in Spain

Achievements and initiatives 2016-2021



***“The Secretariat is the
heart and soul of IGU”***

John Kean, USA
IGU President 1985-1988



INTERNATIONAL GAS UNION
UNION INTERNATIONALE DU GAZ

IGU in Spain

Achievements and initiatives during Spain's
term as host of the Secretariat of the
International Gas Union 2016-2021

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Greetings from Luis Bertrán Rafecas, Secretary General of IGU	3
Greetings from Naturgy President Francisco Reynés	6
Spain Becomes the Host of the IGU Secretariat	7
Organisation of the IGU Secretariat 2016-2021	8
IGU Membership Development 2016-2021	10
The Professional Work of IGU	11
Strengthening the Regional Presence of IGU	12
Developing a Branding Strategy for IGU's Events	14
IGU Awards	15
IGU and Global Gas Advocacy	16
Cooperation between the Presidency and the Secretariat	20
IGU Meetings	23
The Move to a Permanent Secretariat	24
Acknowledgements	25

Spain has been the proud host of the IGU Secretariat and home to the Union's headquarters for five years since November 2016 in which period the gas industry has experienced major changes as it faces the tri-fold challenge of meeting increasing demand, fighting climate change and facilitating access to energy worldwide. In addition, the world has suffered the unprecedented Covid-19 pandemic in 2020 and 2021, which has also challenged the business environment of the gas industry.

IGU has had to respond to these challenges to ensure its relevance to members, increasing the services and benefits it offers and raising its profile as the Global Voice of Gas, while welcoming new renewable gases, low-carbon gases and hydrogen to be part of the IGU remit.

The Spanish term has been a transforming period for IGU. The most important changes have been conducted under the Building for the Future project. This had three phases with the first two starting during Norway's term as host of the Secretariat. As Deputy Secretary General at the time I was involved from the beginning of the project and am proud that it has been brought to a successful conclusion during the Spanish term.

In the first phase the membership fees were reviewed to strengthen IGU's finances and underpin its advocacy as the Global Voice of Gas. The IGU Vision and Mission were updated in 2015, but the implementation of the project took place in 2016 and 2017. A sliding scale of fees was introduced for Charter Members with a supplementary charge aligned with the size of the gas industry in each country being levied on top of the basic fee. The supplementary charge, where applicable, was phased in with 50% being collected in 2016 and the whole amount from 2017. A new category of Premium Associate Member was introduced and the eligibility for Associate membership widened.

The increase of income allowed IGU to engage a Public Affairs Director to manage the advocacy and out-



reach activities. A new website was launched and an international communications consultancy was contracted. Ketchum advised IGU from 2016 to 2019, when we switched to Natural Gas World. Menelaos (Mel) Ydreos was appointed as Public Affairs Director in 2016 serving until 2020, when Matthew Doman took over the responsibility. In December 2016, Tatiana Khanberg joined the public affairs team to develop IGU plans on advocacy.

In the second phase of Building for the Future we created and implemented a new model for managing IGU's flagship events which generate royalties to help fund the Union's activities. The new model included the creation of a formal Steering Committee (SC) for each flagship event working together with the host country and the National Organising Committee (NOC). The subsequent host was also invited to be an observer. The SC brought a better leadership of the preparation and execution of each event, and ensured the continuity and

**RIGHT AND
OPPOSITE**
Naturgy (which
changed its name
from Gas Natural
Fenosa in 2018)
has been the
sponsor of the IGU
Secretariat during
the Spanish term
providing office
accommodation in
Barcelona,
personnel and
back-up services.



legacy from one event to the next avoiding the new NOC starting from scratch every time. Rodney Cox was appointed Events Director in 2016.

In the third and final phase IGU's governance was reviewed and it was decided to move to a permanent headquarters no later than 2022. This major change required the improvement of the finances, mostly coming from the other two previous phases of Building for the Future, and important decisions including the modification of the Articles of Association, on key items regarding the responsibilities of the Secretariat and Secretary General.

The selection of the city to host the permanent headquarters was a long process to which all members were invited to contribute. We received proposals from many members and more than 15 cities were evaluated. In October 2019, the Council was asked to select the host city between two finalists and London was elected. One year later, Andy Calitz was elected as the incoming Secretary General after a recruitment process conducted by the Implementation Team under the leadership of IGU President Joo-Myung (Joe) Kang. Andy Calitz joined IGU in February 2021 as Deputy Secretary General with responsibility for setting up the London office by July 2021. It will operate in parallel with the Barcelona office for a month to ensure a smooth handover.

There is still a lot of work to be done, but I am sure that the future development of the Union will be in good hands when the Secretariat becomes operational in London from August 2021. Numerous new initiatives have started to be implemented and many of these now need to be taken from a strategic level to a tactical one. These include the transformation of the gas industry as part of the climate change fight, the sustainable development goals, the new renewable gases, low-carbon gases and hydrogen to be included in IGU's remit, and ensuring that the gas industry is part of the sustainable future energy mix. I wish Andy Calitz and his team all the best as they prepare to take over for the coming years in London.

The Spanish term as host of the IGU Secretariat would not have been possible without the strong support of Naturgy, and I would like all members to be aware of this. Naturgy has been the largest contributor to IGU in the five years to 2021 through the provision of office facilities, personnel, back office services, telecommunications and IT systems. But also very importantly, in my view, Naturgy has kept a distance to ensure its own and IGU's integrity, and has not at any time tried to influence internal processes in IGU.

This commemorative brochure gives an overview of the developments, achievements and initiatives that have been implemented during the term of the Spanish Secretariat, which has been working with two Presidencies plus two elected until 2028, and has seen the awarding of nine flagship events for the period 2020-2028.

I am proud to hand over to the London Secretariat in August 2021 and let me use this opportunity to thank those who have served alongside us during the Spanish term:

- The Council and all our members;
- The Presidents and their teams;
- The Executive Committee and its members, including the Management Team;
- Members of the Coordination Committee and technical committees;
- The Regional Coordinators and members of the Wise Persons Group;
- All secondees who have served and are serving in Spain and the companies supporting them;
- All colleagues who have served and are currently serving at the Secretariat in Spain;

- And last but not least all consultants, advisors, agencies and supporters of IGU.

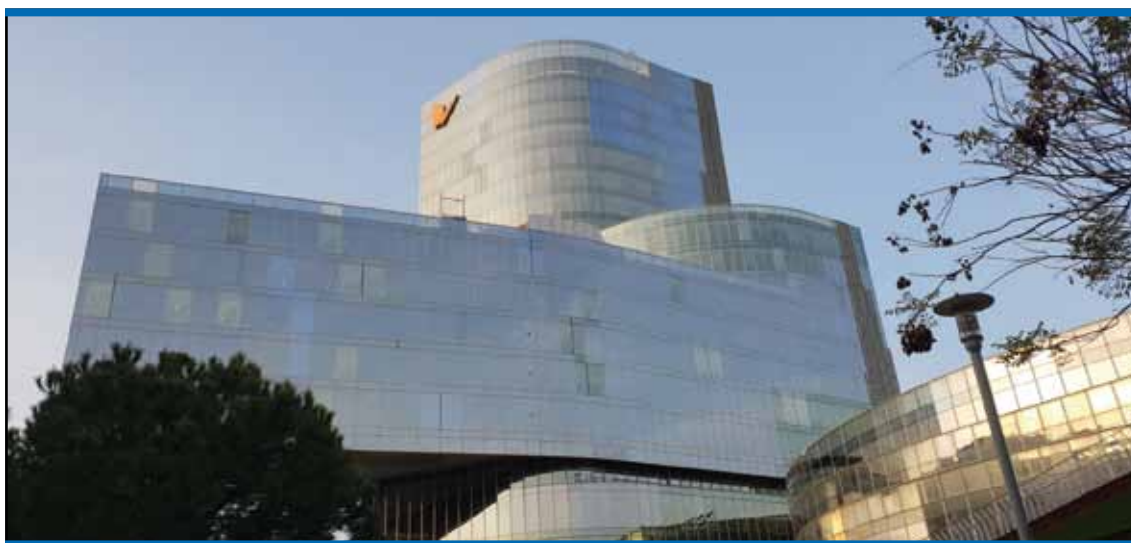
The Union is here to support the contribution of gases and their infrastructure to the security of energy supply and to a sustainable energy future through the development of global gas markets and the integration of renewable gases, coupling with electricity, through internal and external activities.

Having weathered the impact of the Covid-19 pandemic, and looking to the recovery of all economies, the battle of preferred energy sources is taking place now, and IGU needs to be present in the relevant arenas where the decisions for the energy future are being made. I am convinced that gas, including natural gas, renewable gases, low-carbon gases and hydrogen, is not a bridging or transition fuel, but an integral part of a long-term sustainable energy mix, where infrastructure, molecules and electrons are needed.

I wish IGU every success in its future development.

All the best from Barcelona,

Luis Bertrán Rafecas
Secretary General of IGU



Naturgy, together with the Spanish Gas Association (Sedigas), took over sponsorship of the IGU Secretariat in November 2016, just as the Paris Climate Agreement with its clear decarbonisation mandate came into force across the world, and the European Union was aiming for carbon neutrality by 2050.

Beyond the mere coincidence of time, the IGU Secretariat, under the Spanish auspices and leadership for the last five years, has focused its efforts on promoting the role of natural gas within the framework of the energy transition towards a carbon-neutral economy. There are three strengths to this: its role in supporting renewables development, its contribution to reducing emissions and its position as a bridge to renewable gases.

After the exceptional challenges of 2020, marked by a global pandemic that has hit demand for energy around the planet, global demand for natural gas, according to the latest IEA *World Energy Outlook*, will increase by 2.8% in 2021. And it will continue to grow in the coming years, largely because the growth in final energy demand of the non-OECD countries will be covered in part by natural gas.

To this, we must add the advantages of gas as a low-emission energy, which contributes locally to improving air quality and on a global scale, to reducing CO₂ emissions.

The inevitable move towards renewable energies confirms the role of natural gas in the sustainability of the future energy mix. The guarantee of supply that it offers in the face of unmanageable and intermittent energy sources and its application where electrification does not reach, add to its contribution, already known, to the fight against climate change, to the competitiveness of companies, to economic development and through that to improving the quality of life of millions of people.



The intense collaboration of IGU with government agencies and multilateral organisations, and the hard work of professionals from around the world collaborating in IGU's committees and task forces, have allowed this organisation to be categorically oriented towards sustainability, at a time of clear commitment to technological innovation and the digitisation of the gas industry.

Thus, we close the mandate that Spain assumed for the first time in 2016, with the satisfaction of having contributed to the strengthening of the global natural gas industry and new gases coming in the future. And we pass the baton to the new permanent Secretariat in London, with the conviction that IGU will continue to watch over the role of natural gas and gases in the energy transition towards climate neutrality.

Francisco Reynés
President of Naturgy

In 2014, the IGU Charter Member for Spain, Sedigas – the Spanish Gas Association, working with Gas Natural Fenosa as sponsor, proposed that Spain become the next host of the IGU Secretariat with the offices in Barcelona.

That October, the President of Sedigas and Managing Director of Regulated Business at Gas Natural Fenosa, Antoni Peris Mingot, gave a presentation to the IGU Council and introduced Spain's candidate for Secretary General, Luis Bertrán Rafecas, who was then Director of Planning & Services for the Retail Energy Market at Gas Natural Fenosa. The presentation included a video with messages of support from Spain's Minister of Industry, Energy & Tourism, José Manuel Soria, and the Chairman of Gas Natural Fenosa, Salvador Gabarró Serra.

The Council accepted Spain's offer to take over from Norway for a six-year term starting on November 1, 2016 and elected Luis Bertrán Rafecas to serve as Deputy Secretary General from December 1, 2014 to October 31, 2016.

In the run-up to the changeover, Luis Bertrán Rafecas worked with the outgoing Secretary General, Pål Rasmussen, to ensure a smooth transition. Moreover, three staff members, Anette Sørum Nordal, Taeksang Kwon and Antonia Fernández Corrales moved to Spain to continue working for the Secretariat. Operations in Barcelona began on November 1, 2016. The Spanish term was subsequently amended to end in July 2021.



ABOVE

Marta Margarit Borrás, Secretary General of Sedigas, Antoni Peris Mingot, President of Sedigas and Managing Director of Regulated Business at Gas Natural Fenosa, Jérôme Ferrier, IGU President 2012-15, and Torstein Indrebø, IGU Secretary General 2007-14 signed the agreement for Spain to host the Secretariat in October 2014.

RIGHT

Sedigas and Gas Natural Fenosa announced their confirmation as hosts of the Secretariat in the IGU magazine.



LEFT

The imminent handover from Norway to Spain as the host of the Secretariat was marked at the Council meeting in Amsterdam in October 2016 by Pål Rasmussen (left) and Luis Bertrán Rafecas.

Naturgy (which changed its name from Gas Natural Fenosa in 2018) has been the sponsor of the IGU Secretariat during the Spanish term. The sponsorship has included dedicated

personnel, offices and administrative support. Additional personnel have been seconded to the Secretariat by IGU members and some positions have been funded from IGU's own resources.

Naturgy-funded staff



Luis Bertrán Rafecas became Secretary General in November 2016 having served as Deputy Secretary General in the Norwegian Secretariat since December 2014. A graduate of the Polytechnic University of Catalonia and ESADE business school, his 35 years of experience in the gas industry included positions in France, Mexico and Spain, latterly as Gas Natural Fenosa's Director of Planning & Services for the Retail Energy Market. He has served for the whole Spanish term.



Rafael Huarte Lázaro joined the Spanish Secretariat as Director Advisor in November 2016. A graduate of the University of Zaragoza and Catalan Institute of Technology, he had 30 years of experience in the gas industry latterly in senior directorial roles at Gas Natural Fenosa. He retired in April 2019.



Luis Calvo Lema joined the Spanish Secretariat as Director Advisor in April 2018. A graduate of the ESADE and HEC business schools, he had joined Gas Natural Fenosa in 2003 and was latterly Head of Investor Relations. He has served for the remainder of the Spanish term.



Antonia Fernández Corrales was seconded as an Advisor to the Norwegian Secretariat from Gas Natural Fenosa in October 2015. A graduate of the Universidad Complutense de Madrid and IESE business school, she had 14 years of experience in the energy sector latterly as Head of Business at Gas Natural Fenosa's corporate university. Antonia became a Senior Advisor in 2016, transferred with the Secretariat to Spain as Chief Advisor and returned to Naturgy in June 2018.



Luisa Peris Meléndez joined the Spanish Secretariat as Executive Assistant and Finances/Account Manager in November 2016. A graduate of the Perpignan University of Technology and Paul Sabatier University of Toulouse, she had 11 years of experience in the gas industry latterly undertaking market analysis and strategic planning at Gas Natural Fenosa. She has served for the whole Spanish term.



Marcela Martínez Serret joined the Spanish Secretariat as an Advisor in April 2019 and became a Senior Advisor in 2020. Holding master's degrees in advertising and marketing from La Salle University in Mexico and the Polytechnic University of Catalonia respectively, she has 20 years of experience in communications including 10 years at Gas Natural Fenosa where her responsibilities also covered digital marketing and international events. She has served for the remainder of the Spanish term.



Andrea de la Garza, a graduate of Pompeu Fabra University in Barcelona, ran an internship programme in the Spanish Secretariat between November 2019 and February 2020.

Staff seconded by other IGU members



Taeksang Kwon was seconded as an Advisor to the Norwegian Secretariat from KOGAS in January 2015. A graduate of Seoul National University and HEC business school, his 13 years of experience in the gas industry covered administration, auditing and finance. He became a Senior Advisor in 2016, transferred with the Secretariat to Spain and returned to KOGAS in January 2018.



Hyun-Chang Kim was seconded as an Advisor to the Spanish Secretariat from KOGAS in June 2017. A graduate of Seoul National University, he had been working for KOGAS since 2011 latterly as Deputy Manager of the Exploration & Production Business Department. He became a Senior Advisor in 2019 and has served for the remainder of the Spanish term.



Flavia Malet de Hvidbo was seconded as Senior Advisor to the Spanish Secretariat from Royal Dutch Shell in June 2018. A graduate of Webster University in Leiden, she had 12 years of experience as a communications and human resources specialist. She returned to Royal Dutch Shell in December 2020.



Håkon Olav Huglen was seconded as Senior Advisor to the Spanish Secretariat from Equinor in February 2020. A graduate of Stavanger University, he had worked for 35 years in both the oil and gas industries, latterly as lead originator in Equinor's LNG business. He has served for the remainder of the Spanish term.

Staff funded from IGU resources and based in the Secretariat



Anette Sørnum Nordal joined the Norwegian Secretariat in 2013. A graduate of the University of Oslo, she started as Administration Consultant, became Information Consultant and Secretary of the Coordination Committee in 2015, transferred with the Secretariat to Spain and left in June 2018.



Emma Siobhan Paños Knowles joined the Spanish Secretariat as Administrative Advisor in June 2017. A graduate of the Open University and GADE business school with experience in event production, protocol and internal communications, she has served for the remainder of the Spanish term.

Staff funded from IGU resources and working remotely



Menelaos (Mel) Ydreos, then Chair of the Coordination Committee for the 2015-2018 Triennium, was appointed IGU's first Public Affairs Director in May 2016 working from his base in Toronto. A graduate of the University of Waterloo, Ontario, Canada, his extensive experience of the gas industry included serving as a Vice President with Union Gas and working as an independent consultant. He left in August 2020.



Rodney Cox was appointed IGU's first Events Director in August 2016 reporting to the Secretary General from his base in Sydney. A graduate of the University of Technology, Sydney, he has more than 25 years of experience organising IGU events and will continue working with the permanent Secretariat.



Matthew Doman was appointed interim Public Affairs Director (PAD) in August 2020. A graduate of Flinders University of South Australia, his experience as a public affairs professional covered government, media, industry advocacy and communications, latterly as Director External Affairs of the Australian Petroleum Production & Exploration Association. He completed his assignment as IGU's interim PAD in May 2021.



Tatiana Khanberg was appointed IGU's Public Affairs Manager in December 2016. A graduate of the Munk School of Global Affairs at the University of Toronto, her interest in global energy took root in university, and she has since worked in many of its subsets before joining the Secretariat to help raise the global voice of gas, first from Toronto and then Moscow. She will continue working with the permanent Secretariat.



Barbara Jinks, then Chair of IGU's Marketing and Communications Committee, served as Marketing Manager for six months in 2017.

IGU has three membership categories: Charter for the most representative gas entity in a country; Associate for companies with gas assets or with an interest in advancing the global gas industry; and Premium Associate for a selected number of 15 major companies, which was increased from 10 in 2017.

During the term of the Spanish Secretariat, IGU has worked to increase and strengthen membership engagement and improve member services by:

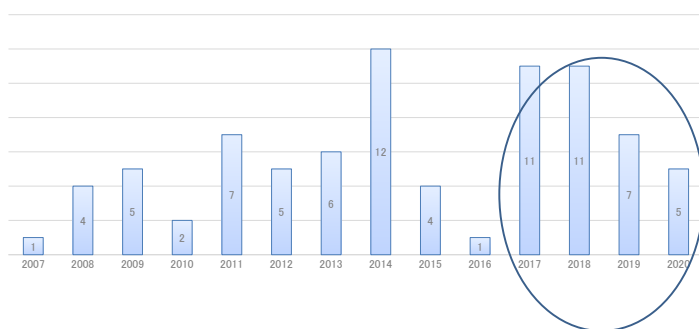
- Developing new advocacy initiatives;
- Offering member discounts for IGU flagship events;

- Developing a new registration platform to improve the management of IGU meetings;
- Establishing a welcome procedure for new members at Council meetings;
- Promoting the participation of the IGU leadership in Committee meetings;
- Launching a new members' portal and improved website; and
- Introducing an annual membership satisfaction survey to gain a better understanding of the value of IGU to members.

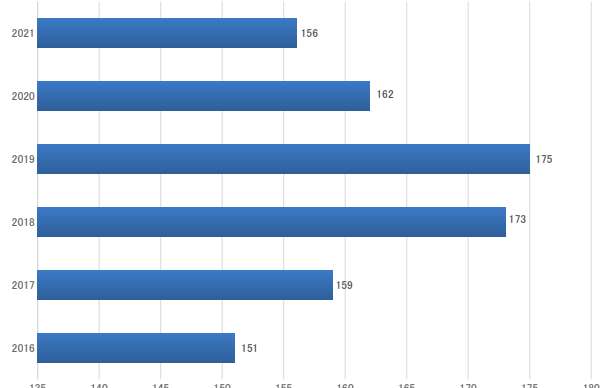
These initiatives have been well received. Analysis of the main survey indicators such as global satisfaction and readiness to promote the association show that IGU is offering a positive value to its members.

New members join IGU each year, including during the height of the Covid-19 pandemic in 2020, proving the attractiveness of IGU. A total of 34 members joined IGU during the Spanish term with overall membership peaking in 2019. Unfortunately, the impact of the pandemic on the energy sector has led to some members leaving but economic recovery is expected to see a return to growth in membership.

New members joining IGU 2007-2020

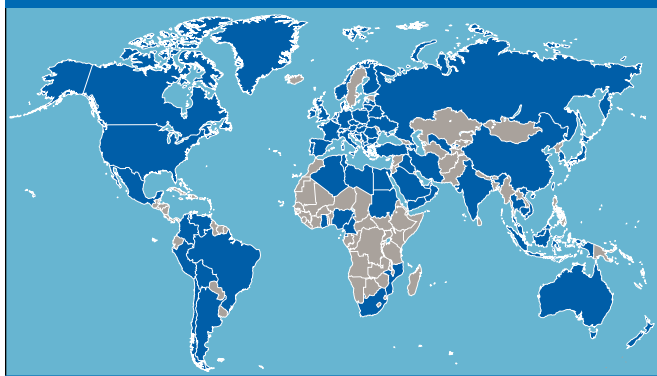


IGU membership development 2016-2021



- Countries represented in IGU
- 84 Charter Members
- 14 Premium Associate Members
- 58 Associate Members

IGU membership as of June 2021



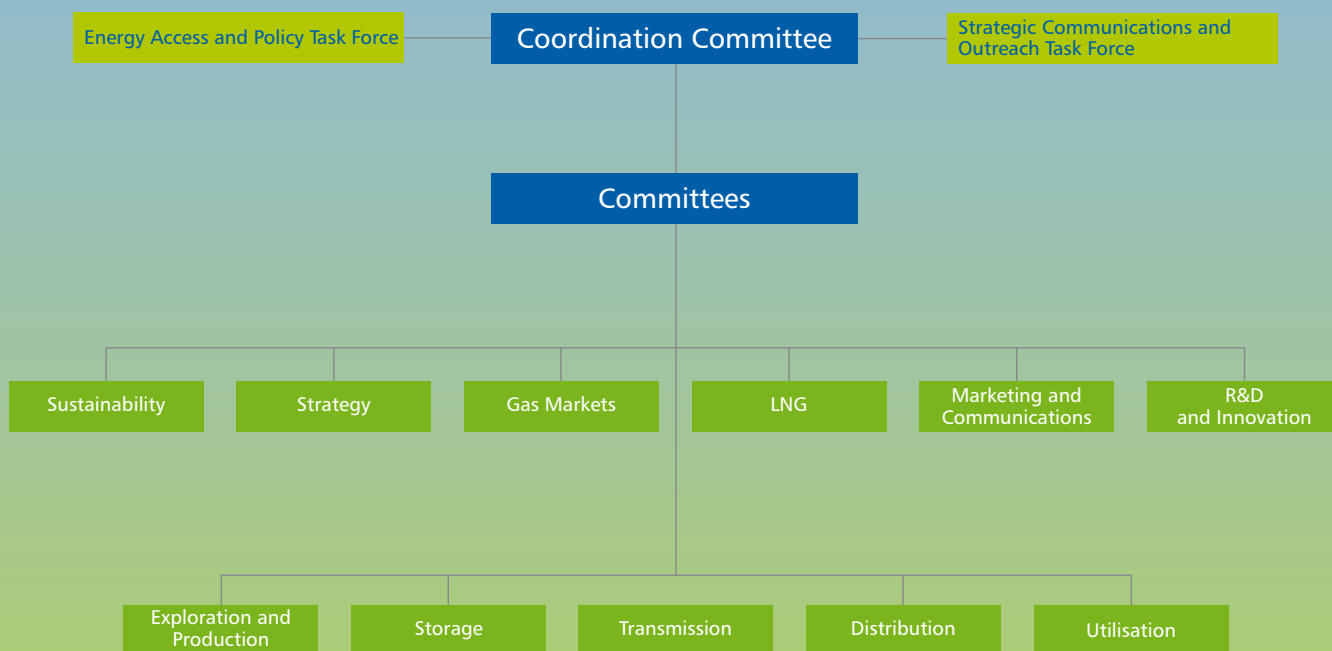
The professional work of IGU is carried out by committees and task forces covering the gas value chain and other key topics for the gas industry. The Spanish Secretariat has supported this work during the USA and Korean Presidencies.

Although there is a standing structure of 11 committees, IGU must ensure that it reflects the challenges facing the industry. Topics that do not fall naturally within the remit of an existing committee can be managed by a task force or by a new committee. For the USA Presidency (2015-2018) two task forces covering Strategic Communications and Outreach and Workforce Development were set up. The former continued during

the Korean Presidency (2018-2022) and two new task forces covering Energy for All and Energy Policy were set up. These two were subsequently merged.

Almost 900 people from 50 countries are serving on the committees and task forces, each of which carries out a study programme as part of IGU's overall Triennial Work Programme although exceptionally, due to the Covid-19 pandemic, Korea will hold the Presidency for four years. The committees and task forces report regularly on their work and present the final results at the World Gas Conference. They are currently preparing 40 Industry Insight sessions and 26 Technology & Innovation sessions for WGC2022.

Committees and Task Forces 2018-2022



During the Spanish term as host of the Secretariat, IGU strengthened its regional presence in a number of ways.

Affiliate Organisations

Two additional organisations became affiliated to IGU: Asociación Regional de Empresas del Sector Petróleo, Gas y Biocombustibles en Latinoamérica y el Caribe (the Regional Association of Oil, Gas and Biofuels Sector Companies in Latin America and the Caribbean – ARPEL) in April 2017; and the Federation of the Indian Petroleum Industry (FIPI) in January 2021.

LGC

In November 2017, IGU, working with international event organiser EnergyNet and with the support of

ARPEL, held a Latin America and Caribbean Gas Options conference in Panama City. The success of the event led to the establishment of the annual Latin America and Caribbean Gas Conference (LGC) co-owned by IGU and EnergyNet, which was held in Mexico City in October 2018, in Lima in November 2019 and as an online event in November 2020. ARPEL collaborates closely with IGU and EnergyNet in the LGC's Advisory Board of gas industry leaders and representatives of financial institutions in the region and the LGC's Executive Committee.

Regional Coordinators

IGU first appointed Regional Coordinators in 2009. In 2018, the Asia & Asia-Pacific region was divided into northern and southern areas. The Regional Coordinators are the senior IGU representatives in their respective

BELOW
LGC was held in Mexico City in October 2018 (pictured), in Lima in November 2019 and as an online event in November 2020.





Khaled AbuBakr.



Graeme Bethune.



Hazli Sham Kassim.



Andrea Stegher.

regions and, in collaboration with the Presidency and Secretariat, represent IGU at events, visit and communicate with regional governments and international organisations, monitor regional developments, act as a sounding board for IGU advocacy efforts in the region,



Timothy Egan.



Orlando Cabrales Segovia.



Marcel Kramer.

BELOW
ARPEL became an organisation affiliated to IGU in April 2017 and its then Executive Secretary Jorge Ciacciarelli (left) is pictured with IGU Secretary General Luis Bertrán Rafecas.

engage with members and potential new members, advise the Presidency and the Secretariat on regional presentations and contribute to the development of the Triennial Work Programme.

The current Regional Coordinators are:

- Khaled AbuBakr of TAQA Arabia (Africa & the Middle East);
- Graeme Bethune of EnergyQuest (North East Asia & Australasia);
- Hazli Sham Kassim of the Malaysian Gas Association (South & South East Asia);
- Andrea Stegher of Snam (Europe);
- Timothy Egan of the Canadian Gas Association (North America);
- Orlando Cabrales Segovia of Naturgas (Latin America & the Caribbean);
- Marcel Kramer of the Energy Delta Institute (Russia, Black Sea & the Caspian area).



The IGU events portfolio began nine decades ago with the International Gas Conference, which became the World Gas Conference (WGC) in 1973, and has grown to include the International Conference and Exhibition on Liquefied Natural Gas (LNG Event Series) and the International Gas Union Research Conference (IGRC).

There were a number of significant event innovations that were implemented and developed during the term of the Spanish Secretariat. These reflected new IGU objectives such as advocacy and event royalties as well as a goal of improving member benefits. External factors such as an increasingly competitive marketplace and the changing dynamics and needs of the natural gas industry also required new strategies for the events portfolio.

strategies with NOCs already appointed before the Spanish term and, on the other, ensuring new hosting agreements finalised during the Spanish term met the future requirements of IGU while respecting the responsibilities of future Presidents and Secretaries General.

The strategies for achieving this included:

- Agreements – enhanced to reference advocacy, royalty, membership and brand values.
- Steering Committee (SC) – to provide IGU as event owner with regular oversight, approval of key items and opportunity for contribution.
- Procedures and Timelines – to ensure that obligations and innovations are included in the project management and key milestones are met.

RIGHT

IGU's flagship events are the WGC, LNG Event Series and IGRC.



Historically, the guidelines for each host of an IGU event included little coordination with IGU's broader objectives. Further, there was no common branding across the IGU events portfolio. The Spanish Secretariat made it a priority issue to create event policies and procedures that would support the evolving IGU strategies on advocacy, revenue and membership benefits.

The role of IGU Events Director, reporting to the Secretary General and created towards the end of the Norwegian Secretariat, was developed during the Spanish Secretariat. A key responsibility was developing a branding strategy for each IGU event as well as across the portfolio.

A series of transitional strategies were implemented to work variously with those National Organising Committees (NOCs) with events already in active planning, those NOCs appointed but yet to launch their event and those who were appointed during the term of the Spanish Secretariat for future events. In practical terms this meant, on the one hand, negotiating new branding

- Branding Guidelines – including logo templates, style guides and event names.
- Events Director – to ensure SC Agreement obligations are met and provide overarching expertise to assist NOCs.
- Member Benefits – to develop and harmonise a range of benefits for the various member categories and enhance the brand value for members.
- Advocacy – introducing the requirements for supporting broader IGU advocacy objectives into the Host Agreements.

Looking ahead the strategic planning of the Spanish Secretariat has ensured a powerful legacy well into the future. Six events up to 2028 were appointed during the Spanish term and four were rescheduled. As well as the significant innovations and obligations included within the agreements – such as the establishment of the Steering Committee and branding and product objectives – the creation of procedures and timelines facilitates future Secretaries General having the flexibility to continue innovation.

The IGU Global Gas Award and IGU Innovation Awards are presented during the World Gas Conference marking the end of each Presidency. Normally the event is triennial and there would have been two sets of Awards during the term of the Spanish Secretariat in 2018 and 2021. However, due to the Covid-19 pandemic, the Korean Presidency has been extended and the next World Gas Conference will take place in 2022.

Global Gas Award

The theme for the Global Gas Award 2018 was “The role of natural gas in enhancing the quality of life, today and in the future” and there were 150 submissions. An Evaluation Committee drew up a short list of five finalists and the final decision was made by a Judging Panel chaired by then IGU President David Carroll. The winner of the \$5,000 prize was Qiao Jia of the Beijing Gas Group Research Institute for her review of the lessons learnt from Beijing’s transformational switch from coal to natural gas. The presentation was made during the closing ceremony of the 27th World Gas Conference in Washington DC in June 2018.

The theme for the Global Gas Award 2022 is “The role of natural gas in powering more sustainable energy futures”. Entries close on September 27, 2021 and the Judging Panel will be chaired by IGU President Joo-Myung (Joe) Kang. The Award will be presented during the 28th World Gas Conference in Daegu in May 2022.

Innovation Awards

The Innovation Awards were launched in 2018 and are judged by IGU’s R&D and Innovation Committee. In 2018, there were 10 categories (see box). The 10 winners were then put forward for the WGC2018 Industry Choice Award, voted for by WGC delegates, which was given to Wim van Grunderbeek of Gasunie and Gerben Roseboom of MapXact for a new system

using ground-radar technology to produce a 3D display of underground infrastructure.

For 2022 there are five categories: Utilisation; Upstream Technologies; Downstream Technologies; Environment and Sustainability; and Emerging Technologies. Entries close at the end of 2021 and the five winners will be put forward for the WGC2022 Industry Choice Award, voted for by industry professionals online. The winners and their innovations will be presented in a special session on the exhibition floor during the 28th World Gas Conference in Daegu in May 2022.

BELOW LEFT
Wim van Grunderbeek (left) and Gerben Roseboom were the winners of IGU’s Industry Choice Award in 2018.

BELOW
Qiao Jia won the IGU Global Gas Award 2018. She is flanked by David Carroll, IGU President 2015-18, and Luis Bertrán Rafecas, IGU Secretary General.



IGU Innovation Awards 2018

Category	Winner
LNG	Optiretail software by Engie Lab Crigen
Gas Transmission, Processing and Storage	Multifunctional coating system by Nanto Cleantech
Gas Distribution	Excess flow valve by GRTgaz
Exploration and Production	Shale gas development in China by CNPC
Domestic Utilisation	Energy planning analysis tool by GTI
Commercial and Industrial Utilisation	Solid oxide fuel cell system by Tokyo Gas
Transportation Driven by Gas	Plug-in hybrid natural gas vehicle by ANGP
Digital and Smart Solutions	3D ground scanner by Gasunie and MapXact
Gas and Renewables	Preselection tool for biogas injection by Nortegas
Emissions Detection and Mitigation	Gas cloud imaging camera by Rebellion Photonics

Gas advocacy is an integral part of IGU's Vision and Mission and various initiatives have been developed to ensure IGU's messages reach targeted audiences around the world. The Strategic Communications and Outreach Task Force and the public affairs team are responsible for developing an integrated communications and media strategy to derive maximum benefit from each initiative.

The position of Public Affairs Director was created in 2016 towards the end of the Norwegian Secretariat with the approval of the current Secretary General when he was Deputy Secretary General in Oslo. The public affairs team was developed during the Spanish term by adding a Public Affairs Manager and later a secondee to support the increase of work carried out in addition to working with an international communications agency for strategic counsel jointly with the Strategic Communications and Outreach Task Force.

Here are some of the major advocacy initiatives during the Spanish term.

Communications and publications

The IGU public website was redesigned in 2019 and the Members Portal in 2021 using the WordPress publishing

platform which facilitated links between social media and the website. As a consequence, traffic to the website increased more than 10 times and the IGU website became more influential.

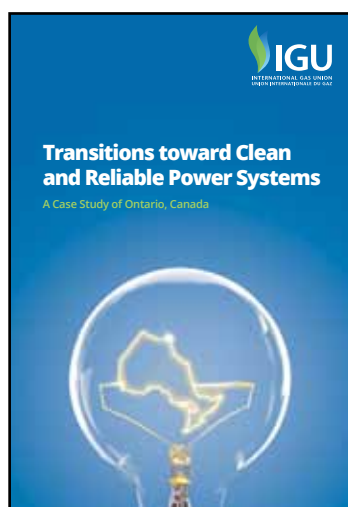
In 2020, the traditional IGU magazine was converted to a digital one called *Global Voice of Gas*. The new version of the magazine now has a wider audience being useful not only to members but to all other stakeholders and partners. It has increased the dissemination of information from the gas industry with new sections dedicated to industry insights and current debates. The Newsletter was also redesigned, in 2021, and keeps its audience of IGU members informed about the Union's business.

A media day was organised in London in 2018 allowing IGU members and journalists to talk about the role of gas in the energy mix. A new IGU event was launched (see Strengthening the Regional Presence of IGU on pages 12-13), while the IGU leadership increased its participation in energy conferences around the world and in 2018, for the first time, an IGU President was invited to be on a panel during the annual CERWeek event. New publications were launched and a new edition of the Union's official history was commissioned to mark the 90th anniversary in 2021.

IGU publications draw on the Union's unique knowledge base and are valuable reference sources. There are two annual publications which have become flagship reports highly appreciated by their audiences: the *World LNG Report*, and *Wholesale Gas Price Survey*. There are also a range of others covering key issues. These include:

- *Transitions toward Clean and Reliable Power Systems* was published in March 2021 and presents a case study of how Ontario in Canada eliminated coal power generation replacing coal stations with a mix of renewables, natural gas and nuclear resources;
- *Gas Technology and Innovation for a Sustainable Future* was published in July 2020 and quantifies the

**BELOW, LEFT
AND RIGHT**
IGU publications
draw on the
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and are valuable
reference sources.



contribution that gas technologies can make to the success of the global energy transition, helping to build sustainable cities and communities and to provide access to affordable and clean energy;

- *The Global Gas Report* series started in 2018 and the last edition was published in August 2020 with reviews of key global gas industry developments over the previous year;
- *Case Studies in Improving Urban Air Quality*, 4th edition, was released during COP25 in December 2019 and looks at three cities where greater use of gas has helped improve their air quality;
- *Global Natural Gas Insights*, 2019 edition, was published in September 2019 and summarises the value of natural gas for meeting the most pressing global energy, climate and economic challenges.

Diplomatic Gas Forums

Since 2013, IGU has reached out to diplomatic missions in capitals of Charter Members by organising forums addressing the role of gas in the future sustainable energy mix. In order to facilitate the organisation of such forums, IGU has prepared a template that members can use at national or regional level.

During the term of the Spanish Secretariat, Diplomatic Gas Forums have been held in Washington DC (November 2016 and September 2017), Oslo (December 2016, December 2017 and January 2019), Madrid (November 2017), Kuala Lumpur (February 2018) and Seoul (March 2019).

Cooperating with other bodies

IGU has also strengthened cooperation and involvement with other bodies including the International Energy Forum (IEF), the G20 forum of major economies, the UN Climate Change Conferences and the World Bank, and become a supporting organisation of the Methane Guiding Principles (MGP) partnership.



IEF-IGU Ministerial Gas Forum

In 2008, IEF and IGU joined forces to establish a Ministerial Gas Forum (MGF) which is held on a biennial basis. The event is a platform for ministers and senior decision makers to investigate how energy policies, long-term partnerships and enhanced cooperation can help to address the core challenges of energy security and sustainable economic development within a holistic energy framework. It is held under the Chatham House Rule to allow a frank and open exchange of opinions and is by invitation only.

During the term of the Spanish Secretariat, IEF and IGU have continued their partnership by organising:

- The 5th MGF in December 2016 in New Delhi, India;
- The 6th MGF in November 2018 in Barcelona, Spain;
- The 7th MGF in December 2020 from Kuala Lumpur, Malaysia as a virtual event.

IGU's presence at the UN Climate Change Conferences

IGU has been a recognised NGO at the annual Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change since COP1 in 1995. As the issue of climate change moved higher up the international energy agenda, IGU decided to increase its presence at the conferences.

ABOVE

Diplomatic Gas Forums have been held around the world including in Seoul, Korea in March 2019.



ABOVE, FROM TOP TO BOTTOM
During the Spanish term MGFs were held in New Delhi, Barcelona and as a virtual event.

Attending COP22, which was held in Marrakech in November 2016, IGU President, David Carroll, addressed a side event organised by the OPEC Fund for International Development on “Energy Access and Climate Change through the Food-Water-Energy Nexus”.

The following November for COP23 in Bonn, IGU organised a side event under the theme “The role of natural gas in the climate fight”. Different panels presented the benefits that natural and renewable gases and the gas infrastructure offer. COP23 delegates attended the event with an associated press conference.

During COP24 in Katowice in December 2018, IGU hosted an urban air quality event at the Korean Pavilion and participated in a similar panel at the Polish Pavilion. IGU also collaborated with Ecofys and the New Energy Coalition on a side event at the EU Pavilion on global developments in renewable gas, synthetic gas and hydrogen.

During COP25 in Madrid in December 2019, IGU organised two panel discussions at, respectively, the Korean and Chilean pavilions on the important contribution of natural gas to clean mobility and to improving urban air quality, and the fourth edition of IGU’s Urban Air Quality report was released.

Due to the Covid-19 pandemic, COP26 has been postponed to November 2021.

G20

IGU established a relationship with the G20 forum of major economies in 2013. The G20 Presidency rotates each year and IGU’s representation in each Presidency’s energy working group has continued, latterly with the

presidencies of Germany (2017), Argentina (2018), Japan (2019), Saudi Arabia (2020) and Italy (2021).

In 2018 and 2019, IGU worked with the local Charter Members and organised G20 Natural Gas Days.

In 2018, IGU and the Instituto Argentino del Petróleo y del Gas co-hosted the event in June in Bariloche, shortly before the meeting of the G20 Energy Ministers. The theme was “Natural Gas: Facilitating growth and cleaner energy systems”.

In 2019, IGU and the Japan Gas Association organised the event in June in Tokyo with the theme “Securing Transparency and Competitiveness and Enhancing Security of Gas Markets in Asia”. It was held shortly before the G20 Ministerial Meeting on Energy Transitions and Global Environment for Sustainable Growth. The final G20 communiqué included reference to the role and contribution of natural gas in developed countries.

Under the Saudi G20 Presidency, the working group had one physical meeting in March 2020 with subsequent meetings being virtual ones due to the pandemic. This has continued under the Italian Presidency although it is hoped that physical meetings will resume soon.

MGP

IGU was presented at the inaugural meeting in 2017 of the Methane Guiding Principles partnership, which is a voluntary, international multi-stakeholder initiative with a focus on reducing methane emissions throughout the natural gas supply chain, and has become a supporting organisation. An MGP supporting organisation is a global or major regional organisation which does not have responsibilities for the management of methane but which has significant expertise on methane.

During IGRC2020 in Muscat, Oman, IGU contributed with MGP to the organisation of training courses for high-level managers. IGU is also contributing to the dissemination of information about methane



LEFT
IGU President Joo-Myung (Joe) Kang addresses IGU’s urban air quality event during COP24 in Madrid, Spain.

goals in 2021 via a dedicated section on the IGU website and MGP has been offered space in the WGC2022 exhibition area to promote the partnership’s goals and achievements.

World Bank

In December 2016, IGU and the World Bank jointly organised a gas competence seminar in Abuja, Nigeria. The seminar looked at ending flaring and making greater use of gas resources in Nigeria. In 2018, the Nigerian government approved these goals with a new law to eliminate gas flaring over the subsequent five years.

BELOW
IGU worked with the local Charter Members to organise G20 Natural Gas Days in 2018 in Bariloche, Argentina and in 2019 in Tokyo, Japan (pictured).



The Presidency and the Secretariat are normally located far apart geographically and often in different time zones. Moreover, due to different traditions and cultural backgrounds, their working practices may vary. A close relationship and alignment between the two about the vision and direction of IGU are essential for the Union's successful management and development.

Since the beginning of the Spanish term, the Presidency and the Secretariat have shared the vision of working as a single, not a split leadership team. During the USA Presidency, fortnightly video conferences were held using iPerson. Under the Korean Presidency the conferences migrated to Zoom and Microsoft Teams.

Close collaboration was a must and proved to be critical in the development of IGU's advocacy work as the Global Voice of Gas and of the Building for the Future (BFTF) project. Both projects required additional meetings and coordination with the Regional Coordinators and with a new group, the Transition Team as part of BFTF.

With the transition from the USA to the Korean Presidency in 2018, the strong coordination between the Presidency and Secretariat teams continued in

the fortnightly meetings. As activities expanded, the coordination was extended to include regular event meetings and advocacy meetings.

During the Spanish term we have had the pleasure of working with two Presidents and have seen the election of two future Presidents. We have asked the US and Korean Presidents to reflect on the importance of IGU, the contributions of the host country and cooperation with the Secretariat and the accomplishments of their Presidency. Here are their comments.

USA Presidency 2015-2018

The USA Presidency, which led IGU from 2015 to 2018, developed its Triennial Work Programme around the theme "Fuelling the Future". The USA's David C. Carroll, now Immediate Past President of IGU, offered the following perspectives.

"We're grateful to the Spanish Secretariat team, under strong leadership by Secretary General Luis Bertrán Rafecas, for its enthusiastic embrace of IGU's USA Presidency. After a smooth transition from IGU's previous base in Oslo, Norway the Barcelona-based Secretariat assumed its role in November 2016. This transition occurred after more than a year of close

RIGHT

David C. Carroll,
IGU President
2015-2018.

CENTRE RIGHT

Menelaos (Mel)
Ydreos,
Coordination
Committee Chair
2015-2018.

FAR RIGHT

Rod Rinholm,
Acting
Coordination
Committee Chair
2016-2018.



cooperation, beginning with the launch of the USA Presidency in June 2015. During these years, IGU leadership focused on transforming the organisation into a dynamic, responsive and influential advocate for the global gas industry, while respecting past traditions and practices that reflect the core values and mission of this enduring institution. Raising the “Global Voice of Gas” in numerous global energy policy areas was a top priority for IGU leadership and its members. The benefits of gas to both global economic development and environmental stewardship are clear; demonstrating and communicating this message through data and case studies helped to better define the value of gas, and the value of membership in IGU.

Working in partnership with the Barcelona team over nearly two years, we accomplished much – the “Voice of Gas” became stronger in the global energy debate, flagship reports attracted more viewers and media references, and the series of IGU conference events were harmonised to enhance continuity and impact. Partnerships with various energy and policy associations were strengthened, enhancing visibility and opportunities for our global industry, thus increasing the value to existing members and facilitating further expansion of the membership.

During the USA Presidency, IGU also took the historic decision to establish a permanent home office no later than 2022 to ensure that, in the years to come, the organisation could depend on the existence and support of efficient, effective headquarters staff. Luis and his staff made significant, valuable contributions to the process and implementation of this key initiative.

The members of IGU owe the Barcelona-based team, and their host

Naturgy, a sincere thank you and hearty congratulations for a job well done!”

Korean Presidency 2018-2022

At the 2018 World Gas Conference in Washington, DC, the Korean Presidency was officially launched. Under the theme of “A Sustainable Future – Powered by Gas”, the three pillars of “Environmental Leadership”, “Value Creation” and “Market Vitality” provided a solid foundation for implementing the Triennial Work Programme (TWP). Additionally, the three key objectives of the Korean Presidency “Powering Advocacy”, “Transparent Governance” and “Valuing Members” guided the leadership during what would become a tremendously challenging period for the international gas industry.

While the Korean Presidency is still ongoing, major achievements to date are summarised as follows.

TWP & committees

The Korean Presidency quickly built membership of the 11 committees and three task forces from 200 members in June 2018 to 970 in March 2019.

The work of the Strategic Communications and Outreach Task Force initiated in the USA Presidency was



FAR LEFT
Joo-Myung (Joe)
Kang, IGU
President
2018-2022.

LEFT
Jeongwook Khang,
Coordination
Committee Chair
2018-2022.

continued, and two additional Task Forces dedicated to Energy Access and Energy Policy were established.

The Korean Presidency continued publication of the IGU flagship reports the *World LNG Report* and *Wholesale Gas Price Survey*. These reports and other research findings were actively linked to publication events and global energy conferences helping increase the readership and global influence of the reports.

Pandemic response

In 2018, no-one would have guessed that the Korean Presidency would be the longest in IGU history.

With the Covid-19 pandemic leading to global lockdowns and dramatic restrictions on travel, the Korean Presidency successfully navigated from uncertainty to certainty by:

- Rescheduling three major IGU events including the World Gas Conference (WGC);
- With the support of the Council, extending the Korean Presidency through the rescheduled WGC;
- Completing a thorough financial review and forecast for 2021 to better understand the impact of the pandemic on IGU operations and the creation of a permanent Secretariat and London office;
- Embracing the virtual world and making it the “new normal” for all IGU activities from meetings of the Executive Committee and Council to Committee meetings to IGU webinars. For the first time in IGU history the election of a President was conducted electronically;
- Developing additional advocacy strategies for 2021 to fill the gap left by postponement of the WGC.

Repositioning of IGU

The world is facing an accelerating global transition to a low-carbon economy with greener or cleaner energy resources. The Korean Presidency has:

- Conducted a thorough review of IGU’s Strategic

Communications and Outreach Plan with its members to better position the Union to engage policymakers and demonstrate the critical role our industry has to play in a sustainable energy future;

- Raised IGU’s credibility and leadership amongst influential organisations that shape energy dialogues and debates;
- Recognised that IGU members are involved in the commercialisation of almost all clean energy technologies by embracing the inclusion of renewable gases, biogas, hydrogen and synthetic gas in our portfolio of energy expertise;
- Supported standards for the accurate measurement, documentation and reduction of methane emissions.

Major achievements in the operations of the Korean Presidency in chronological order

- Honoured UN practices in defining countries by amending IGU’s Articles of Association to stipulate that Charter membership is open to those on the UN list of countries;
- Enhanced the transparency of management practices by implementing the first ever IGU Code of Ethics for Business Conduct in 2018;
- Conducted an open process for the selection of a new Public Affairs Director and a new Secretary General;
- Prepared IGU for a strong future by establishing the Union’s permanent home in London for the new Secretary General and his professional staff.

This has been a challenging and extraordinary time for the Korean Presidency and IGU. Yet despite these circumstances, the Union is stronger than ever and those of us within the Korean Presidency join with our American colleagues in a heartfelt thanks for the support, efforts and accomplishments of Luis and his team.

Traditionally meetings of IGU's Council, Executive Committee (EXC) and Coordination Committee (CC) have been hosted by IGU members in different countries and the Secretariat would like to thank them for their generous support. Due to the Covid-19 pandemic meetings have migrated online, but it is hoped that physical gatherings with their enhanced opportunities for discussion and networking will resume soon.

During the Spanish term the following Council, EXC and CC meetings have been held:

March 28-29, 2017

EXC & CC
Muscat, Oman

June 16-30, 2017

Council in electronic session

October 24-26, 2017

Council, EXC & CC
Tokyo, Japan

April 17-19, 2018

EXC & CC
Cairo, Egypt

June 24-25, 2018

Council, EXC & CC
(coincided with the 27th WGC)
Washington DC, USA

October 23-25, 2018

Council, EXC & CC
Venice, Italy

April 23-25, 2019

EXC & CC
Santiago, Chile

May 20-June 3, 2019

Council in electronic session

October 8-10, 2019

Council (Oct. 9 & 10),
EXC & CC
Yogyakarta, Indonesia

May 19, 2020

CC online meeting

June 3-4, 2020

EXC electronic meeting
no.1 2020

June 29-July 13, 2020

Council electronic meeting
no.1 2020

October 21, 2020

CC online meeting

November 4-5, 2020

EXC electronic meeting
no.2 2020

November 16-30, 2020

Council electronic meeting
no.2 2020

May 18-19, 2021

EXC electronic meeting
no.1 2021

May 26, 2021

CC online meeting

June 24-25, 2021

EXC electronic meeting
no.2 2021

July 2021

Council electronic meeting
no.1 2021

BELOW, FROM TOP TO BOTTOM
Physical meetings of the IGU Council were held in Tokyo, Washington DC, Venice and Yogyakarta during the Spanish term.



Since IGU's foundation in 1931, the Secretariat has been hosted by members on a rotational basis (see box). Now a permanent headquarters is being set up in London while IGU will continue to

be registered in Switzerland as a not-for-profit international organisation. The permanent Secretariat will formally take over from the Spanish Secretariat in August 2021.

Hosts of the IGU Secretariat 1931-2021		
	France	1931-1937
	Switzerland	1937-1949
	Belgium	1949-1970
	United Kingdom	1970-1979
	France	1979-1988
	Switzerland	1988-1994
	The Netherlands	1994-2000
	Denmark	2000-2007
	Norway	2007-2016
	Spain	2016-2021



The new permanent home of the IGU Secretariat will be 1 King William Street, London, UK.

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