

PAULINE MARTIN

Expertise in Global Trading Operations, Terminal Coordination, Shipping Coordination & Crisis Management

High-Impact Energy Specialist with a 30-year international career driving value for major oil trading companies across the UK and global markets. A subject matter expert in the intersection of Exploration & Production (E&P), Shipping, and Trading Operations, offering 22 years of senior leadership experience.

Known for a "steady hand" approach to complex logistics, with a proven track record of:

- *Operational Leadership: Directing high-volume trading desks and terminal coordination to maximize commercial throughput and added value.*
- *Commercial Negotiation: Expertly negotiating Field Lifting Agreements and managing E&P and equity partner interfaces.*
- *Crisis Management: Navigating high-pressure environments to resolve critical operational disruptions and supply chain bottlenecks.*
- *Risk Mitigation: Managing pricing risk while safeguarding production integrity and upholding rigorous HSE standards across diverse international jurisdictions.*

A versatile leader expert at bridging the gap between commercial ambition and complex physical operations.

CAREER

General Manager (Crude Terminal Coordination) - 2002 - 2024

TOTSA TotalEnergies Trading SA, Geneva, Switzerland

Responsible for coordinating terminal operations and offtake strategy across TotalEnergies operated assets. Maintained daily contact with operated terminals in West Africa, Brazil, the Mediterranean, and the North Sea to ensure continuous, safe and efficient offtake procedures.

General Manager - Terminal Coordination - 2016 - 2024

- ***Strategic Logistics:*** Managed the intersection of E&P and shipping, particularly in complex regions like Brazil and West Africa. Ensured vessels met all terminal requirements and arrived in a timely manner, successfully mitigated "tank-top" risks and production shutdowns.
- ***Programme Governance:*** Acted on behalf of Equity Holders to forecast production volumes and issue the formal Lifting Programme, maintaining transparency and alignment among partners.
- ***Proactive Mitigation:*** Maintained close communication with terminal operators to anticipate potential issues, safeguarding production continuity and minimizing transit or commercial losses.
- ***Refinery Liaison:*** Coordinated directly with refiners for shore terminals in Denmark, ensuring their specific supply needs and timing requirements were consistently met.
- ***Lifting Agreement drafting and management:*** Assisted in the drafting and management of Field Lifting Agreements (FLAs), including the initial framework for the company's first operated terminal in Uganda.
- ***Stakeholder Liaison:*** Represented the company in meetings with equity partners and National Oil Companies (NOCs), explaining our operational role and identifying opportunities to assist in the marketing of crude.
- ***Equity Partner Alignment:*** Delivered regular updates to E&P affiliates and partners to ensure transparency regarding offtake schedules and commercial entitlements.
- ***Relationship Management:*** Developed and maintained strong, trust-based relationships with a broad spectrum of stakeholders, including ship owners, terminal authorities, and joint venture equity partners.

- **Process Governance:** Championed strict adherence to internal procedures and terminal regulations, ensuring that HSE standards were never compromised during high-pressure trading cycles.
- **Inter-Departmental Liaison:** Acted as the primary bridge between the trading floor, finance, and physical terminal operations to ensure commercial strategies were executed with operational precision.
- **Support & Mentorship:** Focused on training and mentoring the coordination team; aimed to empower individuals to take initiative and add value to daily operations through a shared sense of purpose.
- **Operational Guidance:** Established clear KPIs and drafted comprehensive procedure manuals—including emergency protocols—to provide the team with the tools needed for consistent and safe performance.
- **Regulatory Support:** Kept the team and terminal operators informed of changing regulations to ensure everyone stayed ahead of potential impacts on loading or safety.

General Manager - Crude Trading Operations & Terminal Coordination 2004 - 2020

Led a diverse team of 20 trading Operators across 3 international locations, providing senior oversight for the execution of global crude, lpg and condensate trading and coordinations. Focussed on protecting the company's commercial interest through rigorous risk management and professional development of a high performing operations desk.

- **Contractual Integrity:** Managed the full lifecycle of trading contracts and **Letters of Credit (LCs)**, safeguarding the company's financial exposure and ensuring strict adherence to international trade finance protocols.
- **Complex Marine Operations:** Provided senior oversight for high-stakes Ship-to-Ship (STS) transfers in Brazil, guiding the team through complex operational and environmental challenges while ensuring strict adherence to intricate customs and commercial regulations.
- **Storage & Infrastructure Negotiation:** Led the **negotiation of strategic storage contracts**, optimizing inventory positioning and providing the trading desk with essential market flexibility.
- **Vetting & Compliance:** Directed vessel vetting and terminal compliance procedures, ensuring all physical movements met the company's strict safety, environmental, and regulatory standards.
- **Team Empowerment:** Focused on motivating and empowering a large team of operators to be proactive, identifying and capturing "value-add" opportunities within the supply chain to benefit the trading bottom line.
- **Mentorship & Training:** Acted as a dedicated mentor and technical trainer, ensuring the team possessed the sophisticated skill set required to manage complex international trades and evolving market conditions.
- **Strategic Recruitment:** Took a hands-on approach to talent acquisition, managing the recruitment process to build a resilient team capable of maintaining excellence across multiple time zones.
- **Relationship Management:** Developed and maintained strong, trust-based relationships with a broad spectrum of stakeholders, including ship owners, terminal authorities, and equity partners.
- **Process Governance:** Championed strict adherence to internal procedures and terminal regulations, ensuring that HSE standards were never compromised during high-pressure trading cycles.
- **Inter-Departmental Liaison:** Acted as the primary bridge between the trading floor, finance, and physical terminal operations to ensure commercial strategies were executed with operational precision.

Senior Trading Operator - 2002 - 2004

- *Specialized in managing and optimizing complex trading operations across the Urals and Mediterranean. Proven track record in providing high-level operational backup and expertise for North Sea and West African markets.*

ExxonMobil - Sep '99 - Aug 2000

- **Offshore Scheduling:** *Managed the end-to-end tanker scheduling and shipping coordination for Beryl Crude Oil, ensuring the reliable offtake of offshore production.*
- **Programme Governance:** *Acted on behalf of Equity Holders to forecast production volumes and issue the formal Shipping Programme.*
- **Operational Liaison:** *Managed the **Contract of Affreightment (COA)** for asset owners, serving as the daily point of contact for to ensure safe and timely operations.*

Enterprise Oil - 1990 - 1999

- *Crude and LPG Trading operator*
- *Trading projects assistant*

Royal Navy (WRNS) - 1980 - 1989

Various positions held in the UK and abroad.

PROFESSIONAL DEVELOPMENT

Professional Development, Certifications and Industry Training

Leadership Training – 2021 (TotalEnergies in house training, Paris, France)

Cargo Loss Control Claims & Recovery - (TotalEnergies inhouse training, Geneva, Switzerland)

Laytime and Demurrage for the Oil Industry - (Asdem, Geneva, Switzerland)

Business Skills - 2010 (TotalEnergies inhouse training, Paris France)

Understanding Crude Oil Lifting Agreements (TotalEnergies inhouse course)

Trading Contracts (TotalEnergies in house, Geneva, Switzerland)