



THE NATIONAL GAS COMPANY  
OF TRINIDAD AND TOBAGO LIMITED

SUSTAINABILITY  
REPORT 2019 | **DRIVING**  
SUSTAINABLE GROWTH



*THE NATIONAL GAS COMPANY  
OF TRINIDAD AND TOBAGO LIMITED*

SUSTAINABILITY  
REPORT 2019 | **DRIVING**  
SUSTAINABLE GROWTH

BREAKING NEW BARRIERS FOR  
A **SUSTAINABLE** FUTURE



# CONTENTS

**04**

A WORD FROM  
OUR PRESIDENT

**08**

SUSTAINABILITY  
REPORTING  
PRACTICE

**09**

GLOBAL  
REPORTING  
INITIATIVE  
(GRI)

**10**

ABOUT  
NGC

**16**

STAKEHOLDER  
ENGAGEMENT

**21**

SUSTAINABILITY  
PRIORITIES  
AND  
PERFORMANCE

**26**

CORPORATE  
GOVERNANCE  
AND  
COMPLIANCE

**32**

HUMAN  
CAPITAL





# A WORD FROM OUR PRESIDENT



**Even** as we are faced with one of the greatest global challenges of our time and adjusting to new ways of working and living during a global pandemic, we must not lose sight of the important role that NGC will continue to play in a post-COVID-19 Trinidad and Tobago.



CREATING  
MOMENTUM  
TO MAINTAIN  
**SUSTAINABILITY**



## A WORD FROM OUR PRESIDENT (CONTINUED)

Perhaps one of the most significant lessons learned from this pandemic has been the importance of having a resilient and sustainable organisation that not only adapts to our current realities but is continuously looking forward to ensuring that we are creating a sustainable future.

The resilience and sustainability of our organisation come from a strong foundation. At NGC, we are guided by our strategic pillars – our foundation – and it is the strength of these pillars that determines the future sustainability of our organisation. Our vision is to be a recognised global leader in the development of sustainable energy-related businesses, and to achieve this vision we are grounded in these four strategic pillars:



Develop the organisation  
Secure current business  
Grow nationally and internationally  
Strengthen national contribution

As the environment around us continues to evolve and we encounter various demands and challenges – economic, social and environmental – so too is NGC evolving as an organisation. While our foundation grounds us, our thinking is shifting; and to this end, we are working to ensure alignment of what we do with the Sustainable Development Goals. Achieving our vision needs to continue to be

done in a framework of sustainability, where every business unit begins to structure its work with consideration of potential externalities and long-term and broad-scale impact. This requires transforming the corporate mentality to ensure that our business and growth remain responsible and sustainable.

The year 2019 was one of disruption at all stages along the value chain – upstream, midstream and downstream – but also one of transformation. This has caused us to continue to rethink our role, review our strategies and adopt a more sustainable model. Even as we operated in an environment of volatility, we did not lose focus on key initiatives required to achieve our long-term vision. Allow me to highlight a few of our top priorities in 2019.

### Commercial Strategy

A sound commercial strategy for NGC required that we maximise our revenues from existing business, while at the same time leveraging opportunities for diversification and internationalisation of our portfolio to generate income from alternative sources. The year started with a convergence of declining gas margins, ongoing downstream and upstream negotiations, together with commodity price volatility and increased regional competition. Throughout the year, NGC made significant progress with negotiations, took advantage of emerging consumption trends on the Asian market through agreements with China and continued its programme of molecular optimisation to ensure that maximum economic value continued to be derived from the country's natural gas resource.

## Digital Transformation

The rapid pace of technological change has taught us that we must not only keep pace with innovations, but we must remain a step ahead. As technology continues to drive change in our industry, NGC has been embracing these advancements in all aspects of our business. In 2019, we held our first e-auction using the SAP Ariba platform and immediately realised savings from the use of this software. Drone technology is being utilised for Right of Way (ROW) surveillance, increasing accessibility and reducing the risk of personal injury to staff. We also plan to use submersible drones as part of NGC's asset integrity improvements for asset inspections. Within the office environment, full integration in the use of Microsoft Teams early in 2019 made our current work-from-home reality an easier transition.

## Energy Efficiency

Our focus on energy efficiency, not only at NGC but on a national level, started in 2018 with the development of a note to Cabinet on energy efficiency and energy conservation. We continue to be a proponent of energy efficiency with both company and country-wide initiatives. NGC has been working with our Light Industrial and Commercial (LIC) customers to drive energy efficiency and promote gas optimisation. This initiative was also promoted through the Point

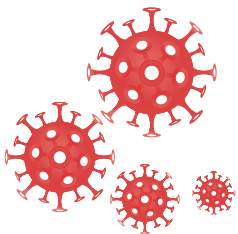
Lisas Energy Association (PLEA), working to support energy efficiency projects and initiatives on the estate. At the country level, we have been working with organisations in the non-profit sector to promote energy efficiency to secondary school youth.

Sustainability requires understanding and managing the organisation's economic, social and environmental priorities, and in the energy sector, these priorities can sometimes be competing. At NGC, we are building a culture of sustainability; a culture of balancing these priorities to ensure that we can achieve our vision not only for the current generation but for generations to come.

As we celebrate 45 years at the forefront of energy in Trinidad and Tobago, we are pleased to present our third *Sustainability Report* which offers a review of our economic, social and environmental performance for the year 2019.



**Mark Loquan**  
**President**



In response to the COVID-19 virus, NGC Group has taken the lead in operationalising its Business Continuity Plan (BCP) to circumvent the potential threat of the virus to its operations and by extension, our stakeholders and the country. NGC's BCP was developed in alignment with the World Health Organisation (WHO) and is focused on employee safety and operational fidelity across its Group of Companies. [www.ngc.co.tt](http://www.ngc.co.tt)



## SUSTAINABILITY REPORTING PRACTICE

This *NGC Sustainability Report 2019* presents information on our main sustainability (economic, environmental, social and governance) performance for the period 1 January 2019 to 31 December 2019.

Our previous Sustainability Report was for the period 1 January 2018 to 31 December 2018. The complete financial performance of NGC and its subsidiary companies is published separately in the NGC

Annual Report. Both the Annual and Sustainability Reports can be accessed electronically at **[www.ngc.co.tt](http://www.ngc.co.tt)**.

For the purposes of this report, all activities of NGC in Trinidad and Tobago are deemed to take place in one geographic location and the information presented reflects only the operations of The National Gas Company of Trinidad and Tobago Limited and not any of our subsidiary companies. The legal structure of the NGC Group of Companies is presented on page 12.



We welcome feedback on this report  
via email at **[info@ngc.co.tt](mailto:info@ngc.co.tt)**

# GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX

We are pleased to present a Global Reporting Initiative (GRI) referenced report which sets out the principles and disclosures to report on the economic, environmental and social impacts of our operations. The material in this report references the following GRI Standards:

## GRI DISCLOSURES

### GRI 102: GENERAL DISCLOSURES

Organisational Profile  
Strategy  
Ethics and Integrity  
Governance  
Stakeholder Engagement  
Reporting Practice

### GRI 103: MANAGEMENT APPROACH

Management Approach

### GRI 200: ECONOMIC STANDARDS

Economic Performance

### GRI 300: ENVIRONMENTAL STANDARDS

Energy  
Biodiversity  
Effluents and Waste

### GRI 400: SOCIAL STANDARDS

Employment  
Occupational Health and Safety  
Training and Education

## STANDARDS

102-1 to 102-9, 102-12 to 102-13  
102-14  
102-16  
102-18 (a)  
102-40 to 102-43  
102-45, 102-47, 102-50 to 102-55

103-2

201-1

302-1  
304-1 to 304-2, 304-4  
306-2

401-1 to 401-2  
403-2  
404-1

## ABOUT NGC

The National Gas Company of Trinidad and Tobago Limited (NGC) is a wholly owned state enterprise incorporated in 1975. A fully integrated energy company, our core business activities include:

- Natural Gas Marketing and Transportation
- Natural Gas Transmission and Distribution
- Energy Sector Investments and Shareholdings

Strategically positioned in the midstream of the natural gas value chain, NGC continues to play a key role in the sustainable development and expansion of the natural gas-based energy sector as the sole purchaser, transporter and seller of natural gas in Trinidad and Tobago.

NGC maintains and operates the country's natural gas transmission and distribution network of over 1000km of onshore and marine pipelines with a capacity of 4.4 billion standard cubic feet per day (bcf/d). This network provides feedstock and energy for power generation, petrochemical plants and a wide range of light manufacturing and commercial enterprises.

Through significant energy sector investments, subsidiaries and associated companies, we play an important role in all areas of the energy value chain in Trinidad and Tobago.

### OUR MAIN OPERATING SUBSIDIARIES ARE:





**Our Vision** is to be a recognised global leader in the development of sustainable energy-related businesses.



**Our Mission** is to create exceptional value from natural gas and related energy businesses through our people and strategic partnerships.

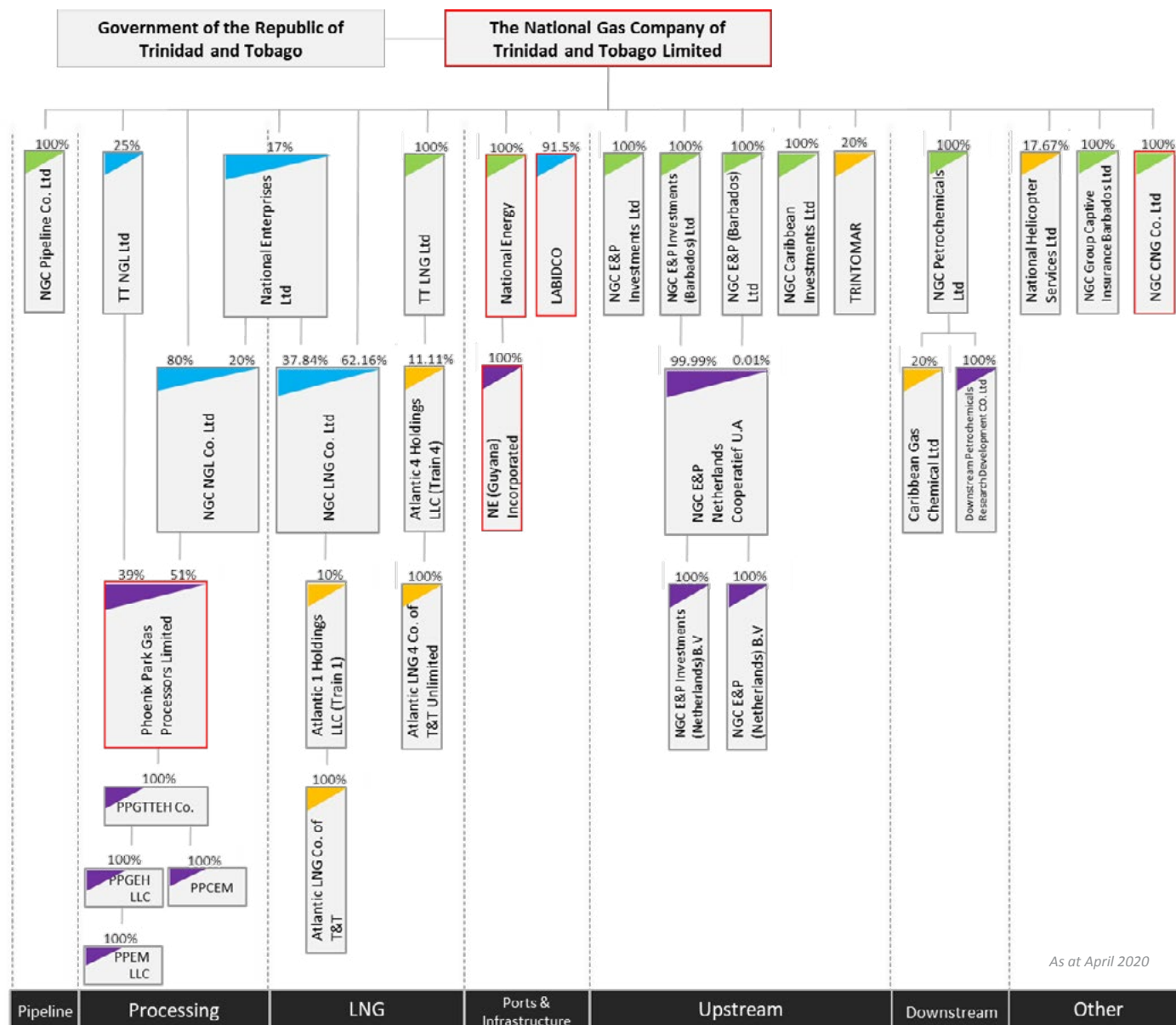


**Our Core Values include:**

- Safety and Environmental Preservation
- Integrity
- Employee Engagement
- Excellence
- Transparency
- Customer Focus
- Corporate Social Responsibility

NGC is an international investment-graded company which maintains consistent profitability and is a significant economic contributor to Trinidad and Tobago through both taxes and dividends.

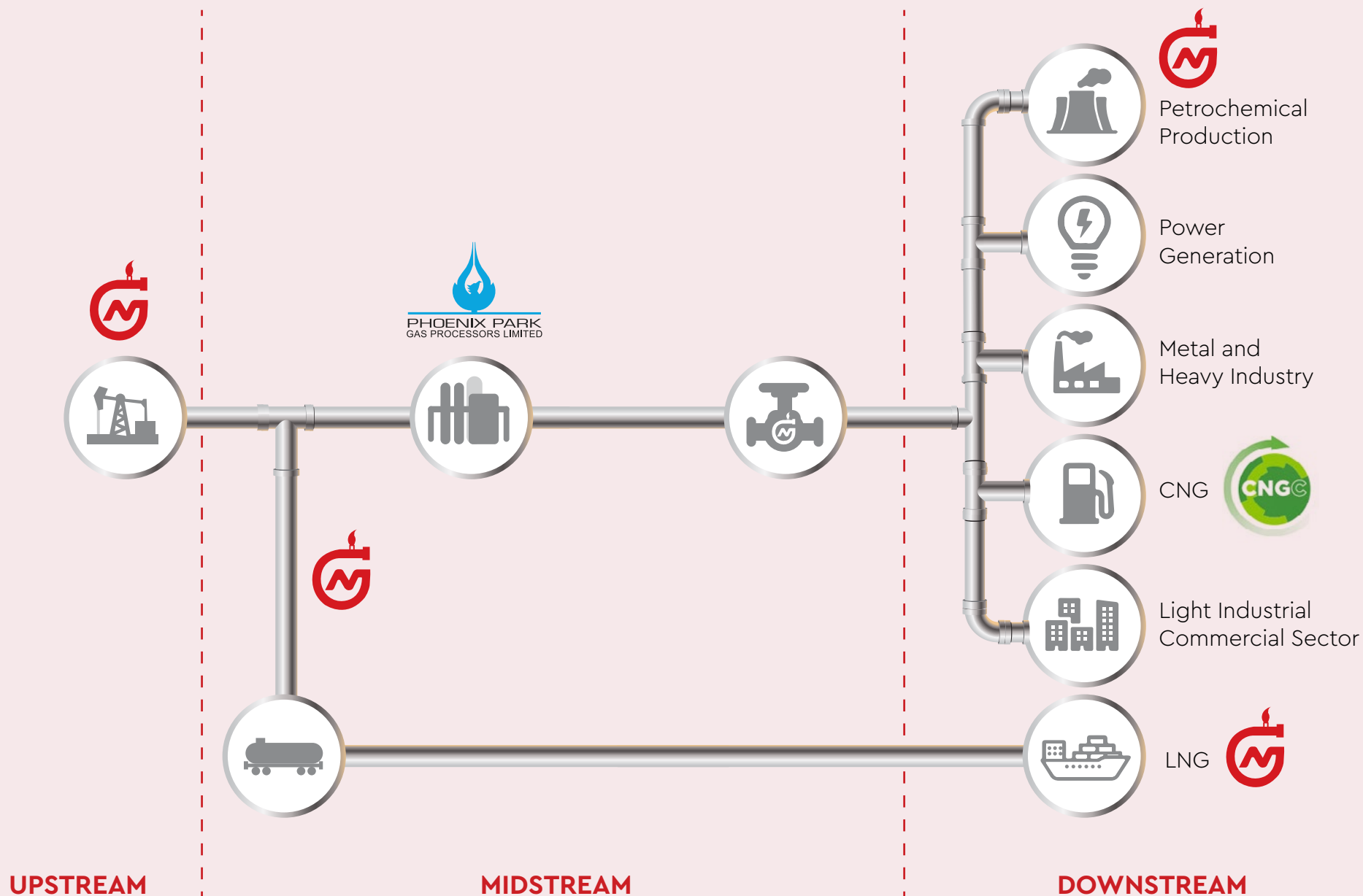
## NGC Group of Companies: Legal Structure



As at April 2020



# Trinidad and Tobago's Natural Gas Value Chain



## CREDIT RATING (AT THE CLOSE OF 2019)

**S&P Global**  
Ratings

**BBB/STABLE**

**MOODY'S**  
**BA1/STABLE**

**CariCRIS**

Caribbean Information and  
Credit Rating Services Limited

**AA+/STABLE**

# EXTERNAL ASSOCIATIONS AND INITIATIVES

NGC is a member of the following External Associations and Initiatives:

## **EXTERNAL ASSOCIATIONS:**

American Chamber of Commerce of Trinidad and Tobago (AMCHAMTT)  
Association of Upstream Operators of Trinidad and Tobago (AUOTT)  
Center for Chemical Process Safety (CCPS)  
Employers Consultative Association (ECA)  
Energy Chamber of Trinidad and Tobago  
International Gas Union (IGU)  
Point Lisas Energy Association (PLEA)  
The Couva/Point Lisas Chamber  
Trinidad and Tobago Chamber of Industry and Commerce (TTCIC)  
Trinidad and Tobago Manufacturers' Association (TTMA)  
Trinidad and Tobago Upstream Operators Group (TTUOG)

## **EXTERNAL INITIATIVES:**

Cabinet-Appointed Committee for the Development of a National Energy Conservation and Energy Efficiency Action Plan for Trinidad and Tobago  
Energy Sector Security Initiative (ESSI)  
Safe to Work (STOW)  
South East and South West Security Councils  
Trinidad and Tobago Emergency Mutual Aid Scheme (TTEMAS)  
Trinidad and Tobago Extractive Industries Transparency Initiative (TTEITI)

## STAKEHOLDER ENGAGEMENT

AT NGC,  
ENGAGING WITH  
OUR STAKEHOLDER  
NETWORK IS AN  
IMPORTANT PART  
OF THE WAY WE  
DO BUSINESS.

Our dedicated Stakeholder and Reputation Management Department ensures that this engagement is meaningful and targeted to the needs of our diverse stakeholder base. Our engagement ranges from large cross-sector collaborative dialogue on matters of national importance to one-on-one community dialogue with members of our fenceline communities, as well as staff engagements with our internal stakeholders.



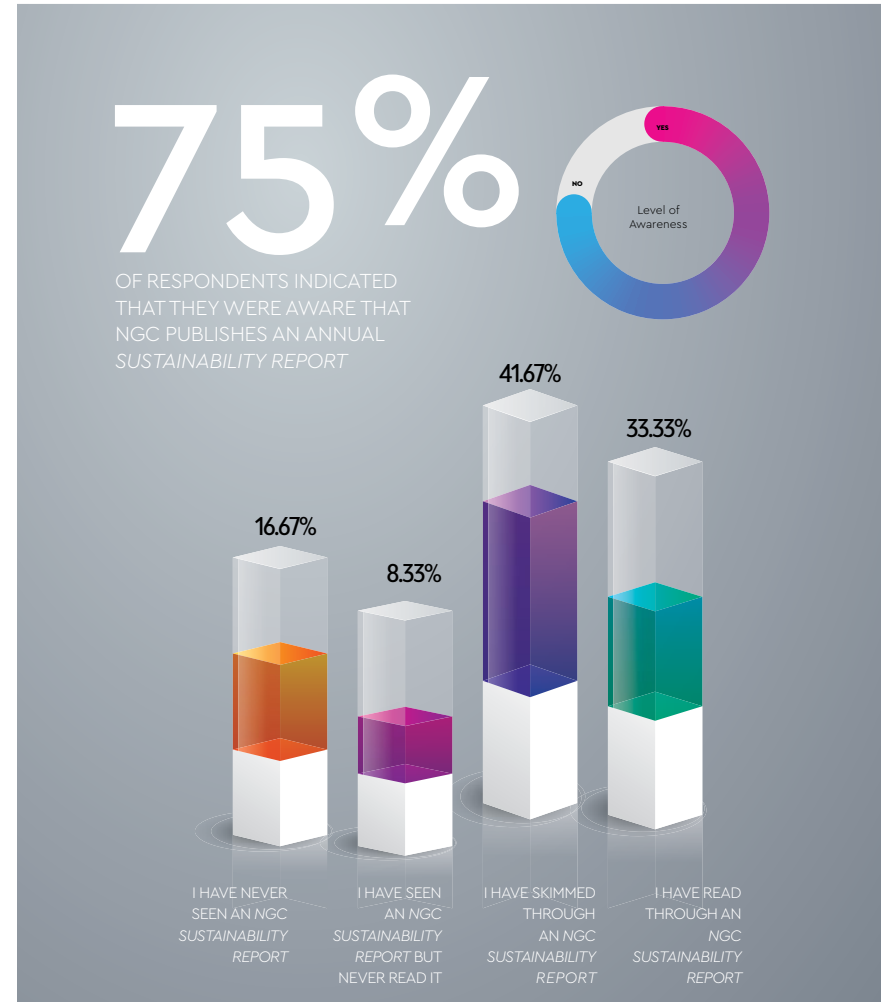
## Sustainability Reporting

NGC is now in its third year of publishing a GRI-Referenced annual Sustainability Report. In this regard, we conducted a small, online survey with a cross-section of key stakeholders to whom the report is targeted. This survey allowed us to gather feedback on our past reports, and helped us understand the matters that were important to our stakeholders for inclusion in this *Sustainability Report 2019*.

Respondents to the survey came from the following stakeholder categories:



Seventy-five per cent (75%) of respondents indicated that they were aware that NGC publishes an annual *Sustainability Report*, however, only 33% indicated that they had read through an NGC *Sustainability Report*. Forty-two per cent (42%) responded that they had "skimmed through" an NGC *Sustainability Report*.

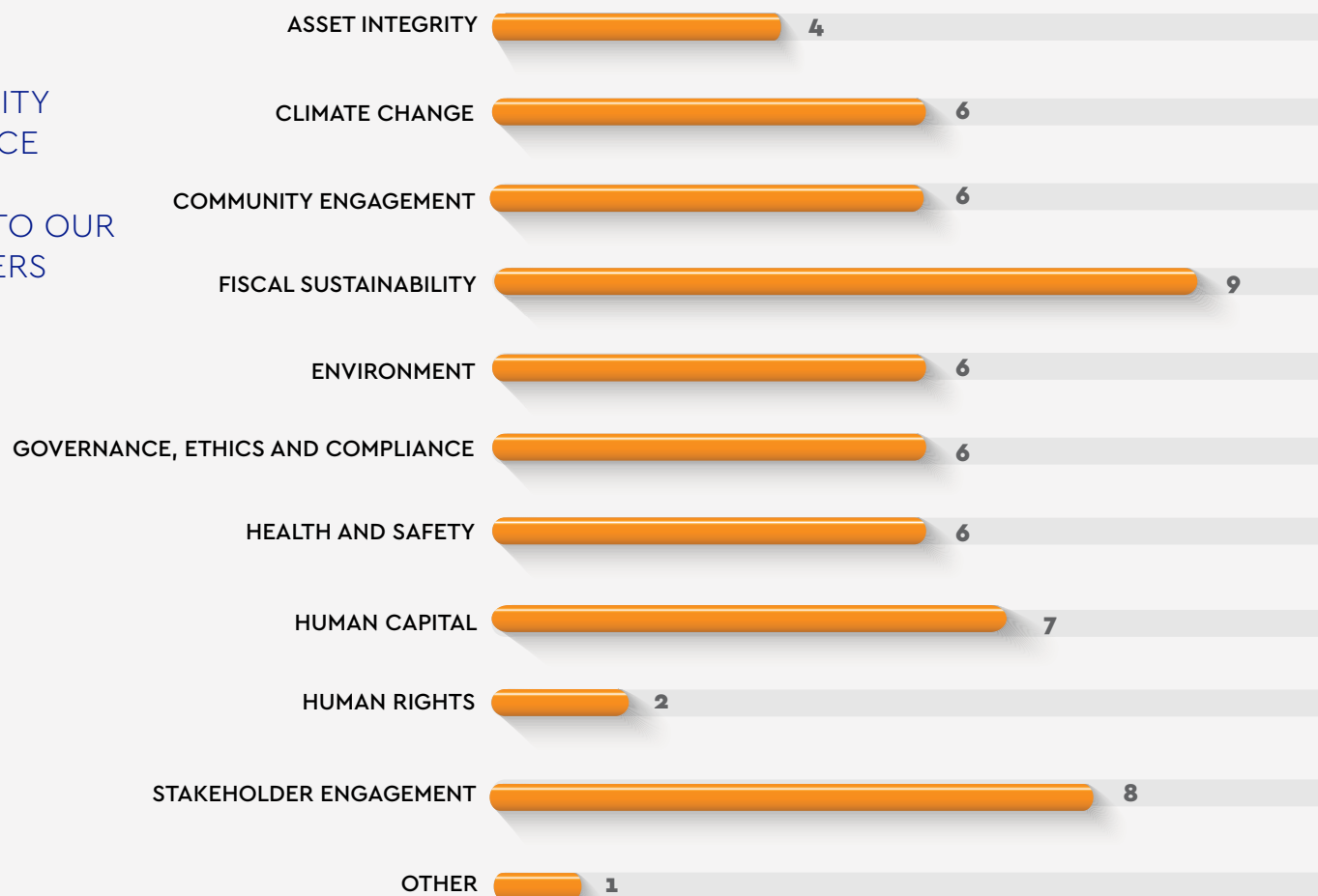




## STAKEHOLDER ENGAGEMENT (CONTINUED)

Understanding the issues that are important to our stakeholders is critical in developing our *Sustainability Report* and helps us determine what areas should be reported on. Our stakeholders identified the following aspects of sustainability performance that they wanted NGC to report on.

### ASPECTS OF SUSTAINABILITY PERFORMANCE THAT ARE IMPORTANT TO OUR STAKEHOLDERS



NUMBER OF RESPONSES

### **National Focus Groups**

As a follow-up to NGC's 2018 National Brand Survey, focus groups were held with stakeholders from specific geographic areas with a view to understanding NGC's brand identity, recognition and recall as well as image and trust. This helped NGC to understand the level of public awareness, knowledge, and perception of the brand. It also allowed for a targeted approach to communication and outreach. These focus groups identified that NGC was one of the 'top of mind' energy sector companies in Trinidad and Tobago, as well as one of the most 'talked about' energy sector companies. While some of the perceptions of the Company were negative, the results allowed us to identify areas for improvement on which we needed to focus.

### **Engaging with our Light Industrial and Commercial (LIC) Customers**

Our LIC customers are those in the non-petrochemical sector that use less than 3,000mmBTU/d. This is a key stakeholder group for NGC, firstly because of the importance of the manufacturing sector nationally and our role in providing a safe, reliable and affordable supply of gas to keep the sector going. Secondly, ensuring that the LIC customer base understands and shares our vision is critical to success in our drive to improve energy efficiency.

In this vein, in 2019 we developed a Stakeholder Mapping Framework and Engagement Strategy specifically for our LIC customers. This framework and strategy sought to ensure that we knew and understood their business, responded to their needs and worked together to ensure alignment with our vision.

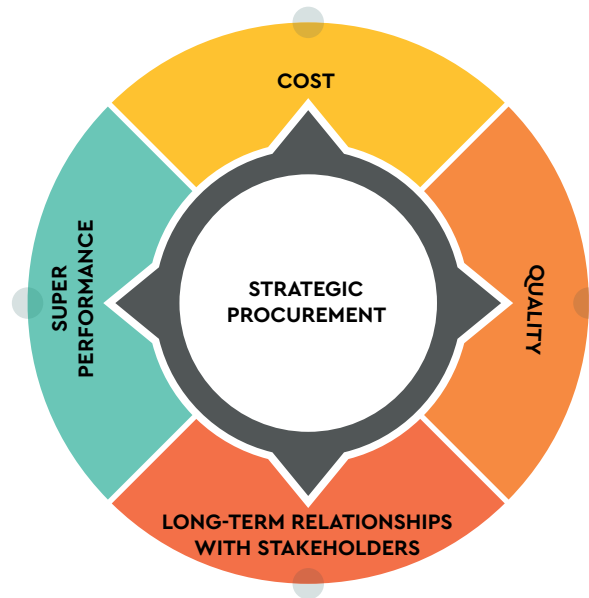
### **Energy Sector Engagements**

By demonstrating global leadership, NGC continues as an integrated player in the natural gas industry. As a platinum sponsor of the Trinidad and Tobago Energy Conference and Trade Show 2019, our President used the platform to highlight the importance of technology as a national issue and to share some of NGC's initiatives in this area.

NGC also presented at the NACE Trinidad CorrTrin Conference 2019, which focused on the latest technology in corrosion control management, again using the opportunity to share with stakeholders, some of the work being done and world-class technological applications being used in the area of Asset Integrity Management at NGC.

## STAKEHOLDER ENGAGEMENT (CONTINUED)

**OUR GOAL WAS**  
TO DEVELOP  
SOUND, MUTUALLY  
BENEFICIAL,  
SUSTAINABLE  
RELATIONSHIPS  
WITH OUR  
TOBAGO VENDORS



### Focus on Tobago Vendors

As a national company, our operations and activities span both Trinidad and Tobago. In July 2019, NGC put the focus on Tobago's operations through a Vendors' Forum targeted at our current, as well as prospective suppliers and contractors in Tobago. This forum, attended by representatives of over 39 companies provided a detailed overview of NGC's operations at Cove Industrial Estate as well as information on opportunities and pre-qualification procedures

for working with NGC. Information shared included:

- Range of goods and services required for NGC's operation in Tobago
- Pre-qualification criteria and documentation required in the process
- Importance of safety certification (STOW)
- NGC's focus on strategic procurement.

# SUSTAINABILITY PRIORITIES AND PERFORMANCE

OUR **SUSTAINABILITY PRIORITIES** ARE INFORMED BY OUR **STRATEGIC PILLARS**, THE FOUNDATION OF WHAT WE DO AS AN ORGANISATION.

Our efforts and achievements in each of these pillars are aligned with National Development Themes and Sustainable Development Goals. Through this alignment, we know that every achievement we make as an organisation brings us closer to the vision of building a better Trinidad and Tobago and a better world for generations to come.

## OUR MATERIAL TOPICS

### Corporate Governance & Compliance

## KEY ACHIEVEMENTS 2019

**100%** Compliance with State Enterprises Performance Monitoring Manual (SEPM) **89%** Close out of Agreed P1 Audit Action Items **81%** Close out of Agreed P2 Audit Action Items **100%** Close out of Agreed P3 Audit Action Items

### Human Capital

**100%** Roll out of Employee Benchmark Survey in Divisions/Groups **93%** Implementation of Employee Benchmark Survey Plans **65%** Project Milestone achieved on Competency, Knowledge and Skills Development

### Health, Safety Security and Environment

**100%** Close out of Safety Audit and Incident P1 Action Items

### Asset Integrity

**98%** Asset Integrity Audit Actions Completed

### Local Growth and Internationalisation

Establishment of Memorandum of Understanding (MoU) with Beijing Rheingau Investment Corporation (Rheingau) (a subsidiary of China Investment Corporation) of the People's Republic of China.

### Corporate Social Responsibility

**100%** implementation of Renewable Energy/ Energy Efficiency educational campaign nationally **100%** formalisation and training of Reforestation Workers Groups as part of community economic development initiative **100%** NGC/YTEPP/Police Youth Clubs Technical/Vocational skills training Support to Carifesta via our Literary and Film partners – NGC Bocas Lit Fest and TTFF

### Energy Efficiency

Conduct of Energy Audit on Orinoco House Building

## VISION 2030 NATIONAL DEVELOPMENT THEMES

Delivering Good Governance and Service Excellence

Putting People First: Nurturing our Greatest Asset

Improving Productivity through Quality Infrastructure and Transportation

Building Globally Competitive Businesses

Placing the Environment at the Centre of Social and Economic Development

## SDG

**SDG 16:** PEACE, JUSTICE AND STRONG INSTITUTIONS

**SDG 8:** DECENT WORK AND ECONOMIC GROWTH

**SDG 12:** RESPONSIBLE CONSUMPTION AND PRODUCTION

**SDG 9:** INDUSTRY, INNOVATION AND INFRASTRUCTURE

**SDG 7:** AFFORDABLE CLEAN ENERGY  
**SDG 11:** SUSTAINABLE CITIES AND COMMUNITIES  
**SDG 13:** CLIMATE ACTION

## PERFORMANCE METRICS



### FINANCIAL PERFORMANCE

	2019 \$'000	2018 \$'000	2017 \$'000
<b>Assets</b>	28,756,409	30,271,568*	31,346,933
<b>NGC Tax Instalments – Cash Basis</b>			
Corporation Tax	395,076	529,017	188,837
Supplemental Petroleum Tax	51,526	64,457	41,338
Petroleum Profit Tax	40,888	78,554	8,899
Green Fund Levy	38,859	42,513	34,745
Business Levy	–	–	–
<b>Total Revenue</b>	10,029,149	12,067,090	10,143,838
Dividends paid to the GORTT	192,941	1,047,226	1,422,208
<b>Natural Gas Supplied (MMscf/d)</b>			
Purchases	1,470	1,429	1,451
Sales	1,464	1,440	1,445

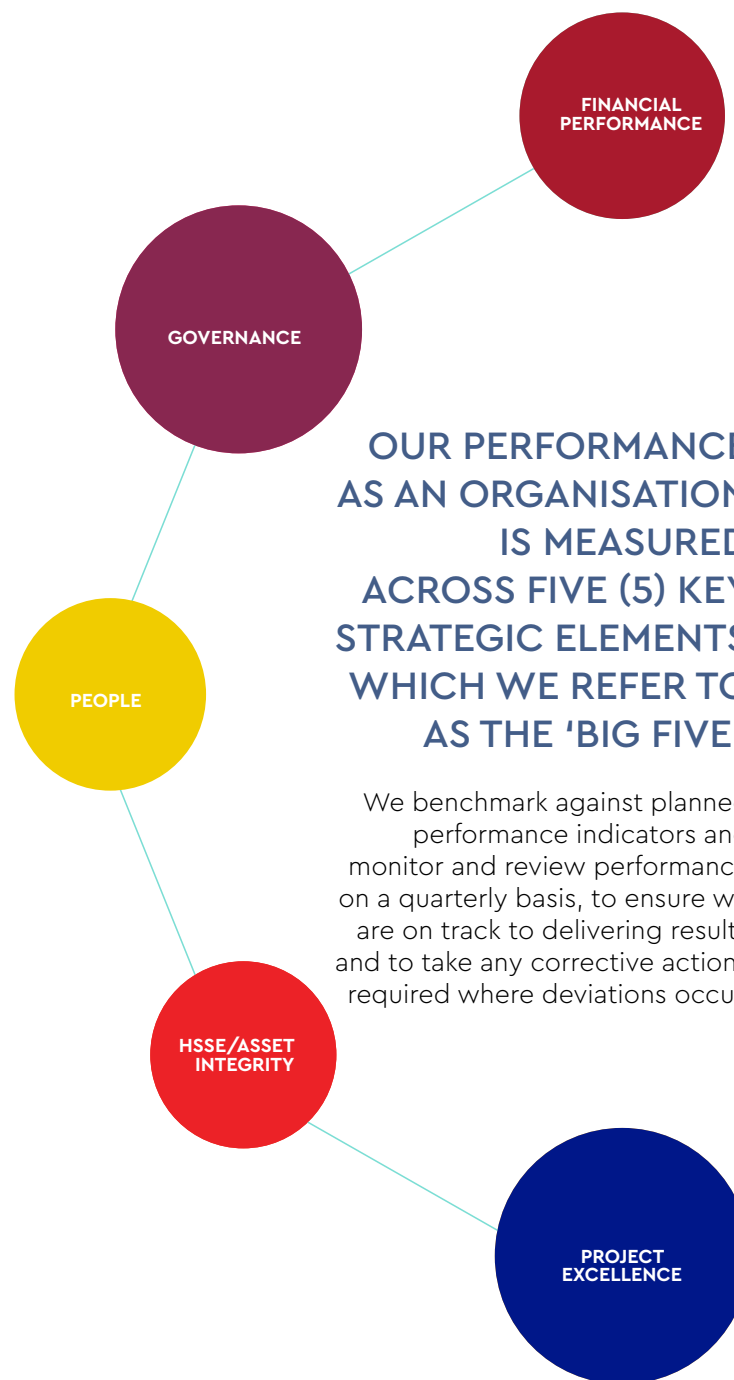
\*ASSETS FOR 2018 WERE RESTATED IN THE AUDITED FINANCIAL STATEMENTS FOR 2019



### GOVERNANCE

	2019 %	2018 %	2017 %
Compliance with State Enterprises Performance Monitoring Manual (SEPMM)	100	100	100
Close out of agreed P1 Audit Action Items	89	52	80
Close out of agreed P2 Audit Action Items	81	66	34
Close out of agreed P3 Audit Action Items	100	75	29
Whistle-blower Hotline Matters received	29	4	N/A
Whistle-blower Hotline Matters closed	26	0*	N/A

\*HOTLINE ACTIVATED IN DECEMBER 2018







## PEOPLE

	2019	2018	2017
Total Number of Employees	620	670	703
Permanent Staff	583	600	570
Temporary Staff	37	70	133
Total New Hires	14	9	16
New Hires – Permanent Staff	7	5	10
New Hires – Contract Staff	7	4	6
Employee Turnover Rate	5.25%	6.5%	3%
Number of Training Hours	13,506	14,723	7,338



## HSSE/ASSET INTEGRITY

	2019	2018	2017
Man Hours Worked	1,653,678	1,904,762	1,859,265
Accident Frequency Rate	3.63	0.52	1.61
Preventable Vehicular Accidents (PVAs)	18	10	16
Recordable Injuries	6	1	3
Days Lost	90	179	73
Near Misses	106	66	70
Let's Connect	11,346	16,284	6,958
Hazardous Waste Collected (tonnes)	59.90	5.29	4.07
Percentage Recovery Rate (%)	99.18	76.76	57.59
Non-Hazardous Waste Collected (tonnes)	4.39	3.42	2.89
Percentage Recovery Rate (%)	76.31	46.79	53.88
Total Carbon Sequestered by tree planting (kgs)	2,492,000	2,243,169	N/A
Total Carbon removed from the atmosphere by tree planting (tonnes)	9,145	8,232	N/A
Asset Integrity Audit Actions Completed (%)	98%	38.5%	N/A



## PROJECT EXCELLENCE

	2019%		2018%		2017%	
	Planned	Actual	Planned	Actual	Planned	Actual
Cost Performance	85	96	80	40	80	30
Schedule Performance	85	86	80	60	80	72
Defect Liability Claims	3	0	3	0	100	0

## 'BIG FIVE' WIN: SPOTLIGHT ON PROJECT EXCELLENCE

Delivery of capital projects at NGC has been plagued by late schedule delivery and cost overruns in the recent past. The main contributors to the poor performance were:

- deficient front end loading resulting in poor project definition and scope changes;
- inadequate integration between Supply Chain Management (SCM) and project planning and execution, resulting in long delays between scope and contract award and higher project costs (versus in-house estimates) during the tender process.

To address these issues, NGC restructured its Projects and SCM functions to seek greater integration and alignment of work processes. The Projects function streamlined the in-house discipline engineering management team and the SCM function created its strategic sourcing disciplines and implemented SAP Ariba technology. The restructuring was completed at the end of 2018 to coincide with the start of a new performance year in January 2019.

This approach led to optimal use of capabilities, with the Projects team focusing on scope development, planning, execution and technical evaluation; and SCM focusing on vendor selection, market sourcing, pricing, and commercial evaluation. By June 2019, a firm Procurement Plan was established for 2019 and was being performance-managed on a quarterly basis.

By the end of 2019, there was an immediate improvement in Project and SCM performance as follows:

- Significant improvement in schedule performance: 2019 – achieved 85% of planned schedule milestones (versus 60% for 2018).
- Significant improvement in cost performance: 2019 – achieved 95% of planned spend (versus 80% in 2018 for 60% of planned schedule milestones)
- NGC derived TTD\$16,567,182 in cost savings through fourteen (14) e-auction events in 2019 resulting from this improvement in integration between the two functions.





Photo credit: Method Moda @ method\_moda

16

PEACE,  
JUSTICE  
AND STRONG  
INSTITUTIONS



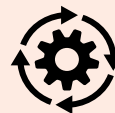
## CORPORATE GOVERNANCE & COMPLIANCE

## OUR IMPACT



### WHAT WE ARE VERY PROUD OF

- Development of a clear Governance and Compliance Framework
- Focused initiatives aimed at better positioning NGC to achieve its Governance and Compliance objectives
- Increased use of automation to achieve the objectives of our Governance and Compliance Framework



### WHERE WE COMMIT TO DO BETTER

- Increasing sensitisation – internally and externally
- Maintaining consistently up-to-date and relevant policies and supporting framework documentation and systems



## CORPORATE GOVERNANCE AND COMPLIANCE (CONTINUED)

At NGC, our values, principles, standards and norms of behaviour are rooted in strong ethical leadership from the top and our core values are the guiding principles that govern how we work. We strive to meet the highest ethical standards. Our policies, guidelines and procedures are clearly documented, and we ensure that they are:

- Developed in line with relevant best practice
- Continuously reviewed and updated
- Approved at the Board level

- Implemented with monitoring, detection and prevention systems
- Communicated throughout the organisation
- Reinforced through employee training, awareness and annual certification.

As a state-owned company, we are guided by the State Enterprises Performance Monitoring Manual (SEPMM) which sets out "the framework for compliance with official policy and the monitoring mechanisms to be used in assessing such compliance".

### THE MAIN COMPANY POLICIES THAT GUIDE OUR APPROACH TO GOVERNANCE AND COMPLIANCE INCLUDE:

POLICIES	MAIN OBJECTIVE	STATUS AS AT 31ST DECEMBER 2019
<b>Anti-Fraud and Corruption</b>	To minimise the incidents of fraudulent, dishonest or corrupt activities and maximise the ability of the Group to detect and address any such activity that may nevertheless transpire	Draft under review
<b>Business Practices and Ethics</b>	To establish a framework for the ethical and legal conduct of the Group's business operations and relationships	Existing policy under review for update
<b>Consequence Management</b>	To build a culture of accountability ensuring consequence management is carried out in a fair, equitable and consistent manner.	Issued – July 15, 2019
<b>Delegation of Authority Manual</b>	To allow delegation by the Board, increased transparency, accountability of Management and alignment with Group's risk profile and tolerance	Revised and Approved December 17, 2019
<b>Insider Trading</b>	Ensure the compliance of all stakeholders with the laws and guidance on insider trading	Existing policy under review for update
<b>Whistle-blowing</b>	To provide guidance and protections to support the effective reporting and investigation of misconduct, fraud or breaches of policy, procedures, laws and regulations	Existing policy under review for update

## CORPORATE GOVERNANCE AND COMPLIANCE (CONTINUED)

These policies are supported by a framework made up of rules, procedures, processes, guidelines, standards and systems, which direct the implementation and maintenance of the policies and the policy objectives.

### **Policy Review and Revision**

In 2019, a major initiative in the area of Governance and Compliance, was the review and revision of many of the organisation's documented policies to ensure not only that they remain relevant and effective, but also that they contain inbuilt sensitisation mechanisms and are properly structured to treat with third parties.

Inbuilt sensitisation was ensured through the inclusion of annual certifications, which would require all persons to whom the policies apply, to confirm, on an annual basis, their understanding of the policies, their scope and their application to them specifically. This annual certification applies to both internal and external stakeholders and policies have been revised to allow the organisation to engage third parties where applicable.

### **Conflict of Interest (COI) Analytics and Reporting**

As we continue to ensure that COI Declaration Forms are completed by all Directors and employees on an annual basis, a detailed review of the entire COI Process was also undertaken in 2019. This review revealed several areas for improvement to ensure better quality of information reported by employees. The resulting data collected by NGC allows us to use this data to identify, assess and mitigate risks. As a result of this review, we have started the implementation

of the following recommendations which are carded for completion in 2020:

- Revision of the COI Declaration Form to ensure clarity of scope on the matters that should be disclosed/declared by employees
- Correlation of data to identify inconsistencies in any information disclosed/declared
- Automation of the COI Process to ensure a more user-friendly approach
- Establishment of clear COI reporting requirements to leadership and key units with a view to highlighting both performance and risk issues and ensuring the establishment of appropriate mitigation measures and internal control mechanisms.

### **Board of Directors Preparation Process**

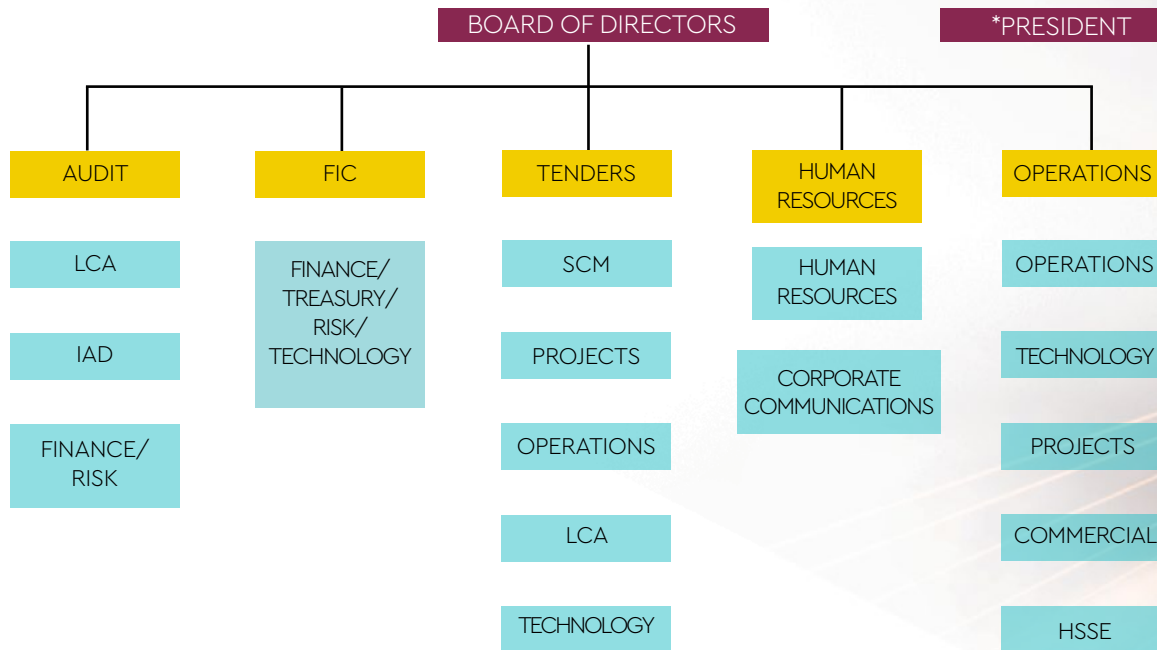
The Board of Directors is the highest governance body within the organisation and is appointed by The Government of the Republic of Trinidad and Tobago (GORTT).

There are five sub-committees of the Board each with an appointed Chairman. The President attends all Board and Sub-Committee meetings and has overall responsibility for each referenced management unit.

The five Board Sub-Committees are as follows:

- Audit Committee (AC)**
- Finance and Investment Committee (FIC)**
- Human Resources Committee (HRC)**
- Operations Committee (OC)**
- Tenders Committee (TC)**

# NGC GROUP'S BOARD AND MANAGEMENT STRUCTURE



LCA - LEGAL AND CORPORATE AFFAIRS  
 IAD - INTERNAL AUDIT DIVISION  
 SCM - SUPPLY CHAIN MANAGEMENT  
 HSSE - HEALTH, SAFETY, SECURITY AND ENVIRONMENT

\*ATTENDS ALL BOARD AND SUB-COMMITTEE MEETINGS AND HAS OVERALL RESPONSIBILITY FOR EACH REFERENCED MANAGEMENT UNIT

## CORPORATE GOVERNANCE AND COMPLIANCE (CONTINUED)

In 2019, a Board Preparation Process was documented and approved by the Board of Directors, which was aimed at achieving four main goals:

- Disseminating Board and Sub-Committee materials within sufficient time to allow for proper review and more efficient decision-making
- Providing structure to the Board and Sub-Committee Preparation Process permitting both Board Members and Management to better rationalise their time
- Building processes around Sub-Committee and Subsidiary Reporting
- Addressing subsidiary governance and improving NGC's oversight of the member companies of the NGC Group.

This process set out and clarified specific requirements related to:

- Confirmation of matters for submission to Board and Sub-Committees prior to meeting (which informs the agenda)
- Preparation and delivery of papers within specified timelines (which facilitates the collation of the Board packages)
- Engagement of Board and Management in settlement of the final agenda

- Publishing/dissemination of Board Packages to permit Directors sufficient time to thoroughly review and understand Management's submissions and recommendations
- Establishment of fixed timelines around post-meeting requirements (i.e. delivery of Minutes/Action Logs)
- Entrenchment of Subsidiary and Sub-Committee Reporting in the Board preparation process
- Provision of clear timelines for each step in the process
- Creation of KPIs, in relation to both pre-meeting and post-meeting activities, to which Management and our Corporate Secretariat Services Department (CSS) are required to adhere
- Refining the Round Robin (RR) process and RR Tracking system to ensure greater efficiency and transparency of the process.

### **Whistle-blower Policy**

2019 was the first complete year of operation of the Whistle-blower Policy, which was rolled out in December 2018 with a reporting hotline. All reports are received by Internal Audit Division which investigates, prescribes action and monitors implementation until closure. For the year ended 2019, 29 reports were received with 26 matters closed, including the four matters received in December 2018.





8

DECENT  
WORK AND  
ECONOMIC  
GROWTH



## HUMAN CAPITAL

## OUR IMPACT



### WHAT WE ARE VERY PROUD OF

- Refocusing the organisation by attending to the needs of the employees through employee engagement initiatives including:
  - focus group sessions
  - team building initiatives
  - knowledge sharing
  - leadership development programmes
  - Competency, Knowledge and Skills Development (CKSD) initiatives



### WHERE WE COMMIT TO DOING BETTER

- Keeping a closer pulse on the heartbeat of employees to be guardians of the organisation
- Ensuring that our people are given the opportunities to use their talents and gifts, to advance the strategic and operational goals of the business, as well as achieve their own career goals



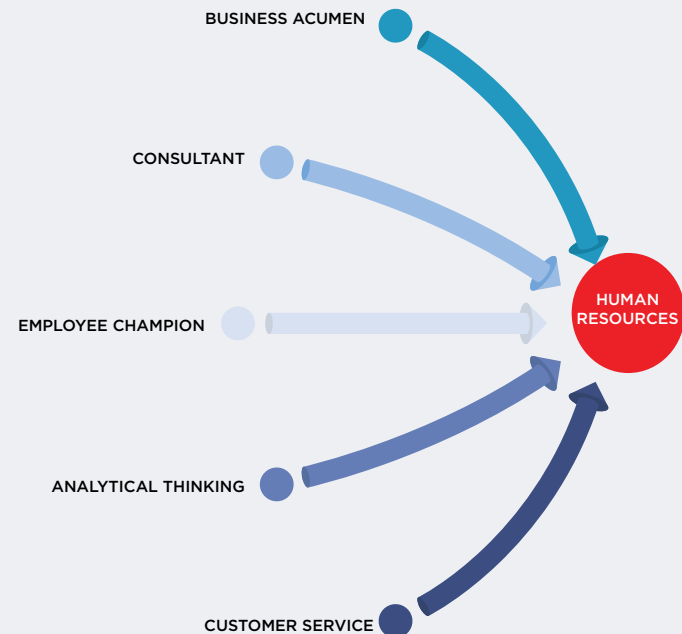
## HUMAN CAPITAL (CONTINUED)

At NGC, our people are our strength and it is their effort and talent that keep our business competitive. Our sustainability as an organisation depends on ensuring that we can attract, develop and retain the right human capital, and to accomplish this, the role and approach of the Human Resources Division at NGC has been evolving.

In 2019, there was an evolution – from a tactical to a more strategic approach to human resources – with HR working as a business partner towards delivering quality human resource management services in a compassionate, credible and confidential manner that meets and exceeds our customer satisfaction. This approach will continue to be integrated from 2020.

In this new business partnership, the focus will require the Human Resources Division to:

- Enhance our **Business Acumen**: Understand the internal and external business environment within which we operate
- Provide **Customer Service** to our employees: Monitor the employee life cycle from Recruitment to Retirement
- **Think Analytically**: Develop integrated solutions that capture, monitor and analyse data and trends
- Function as an **Employee Champion**: Be the change agent for employees, manage and resolve complex employee concerns
- Engage as an **Employee Consultant**: Provide performance guidance, career development, coaching and counselling to employees while aligning with business objectives, ensuring compliance and minimising risk.



## HUMAN CAPITAL (CONTINUED)

### Competency, Knowledge and Skills Development (CKSD)

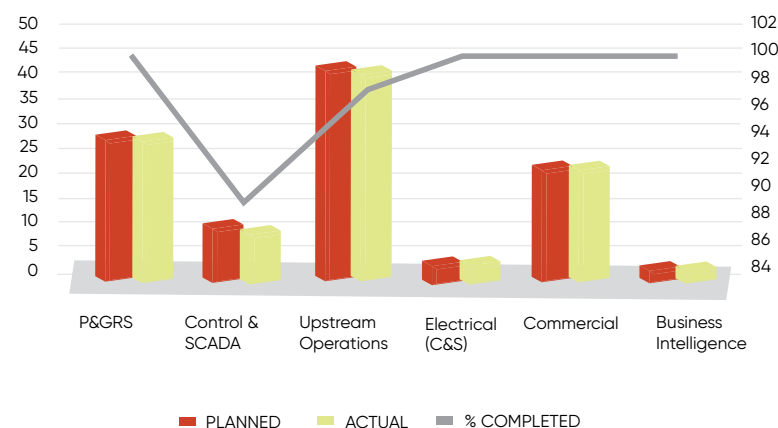
Phase II of the CKSD Initiative, introduced in 2017, commenced in 2019. CKSD continues to be a major focus of Human Resources. It seeks to determine the technical skills and competencies required by various functions across the organisation with a view to closing functional gaps via skills development and training interventions.

Phase II was piloted in two key areas of business in 2019 – Operations and Commercial Groups using a Competency Assurance System to:

- 1) Define employees' competency based on industry standards
- 2) Assess employees against these standards
- 3) Determine competency gaps
- 4) Identify development programmes to close these gaps

An external provider was engaged to undertake a Competency Assurance process that involved the following steps:

- Data collection and documentation analyses of the job classification/specifications and occupational profile in accordance with national and international occupational standard
- Training of SMEs/competency coaches in the competency management and assurance process
- Development of occupational curriculum/standards for job families within the respective pilot areas
- Utilise the competency definitions from similar jobs within the energy sector to develop a curriculum or DACUM required for a position



- Review and incorporate NGC's current CKSD gap analysis and related competencies into the DACUM process
- Setting up of a committee to develop project-based assignment/s for all critical and very important weighted competencies associated with each job classification of the DACUM.
- Orientation and training for the committee members on the assessment process
- Development of procedural steps associated with each project/assignment using the validation details EAC model.

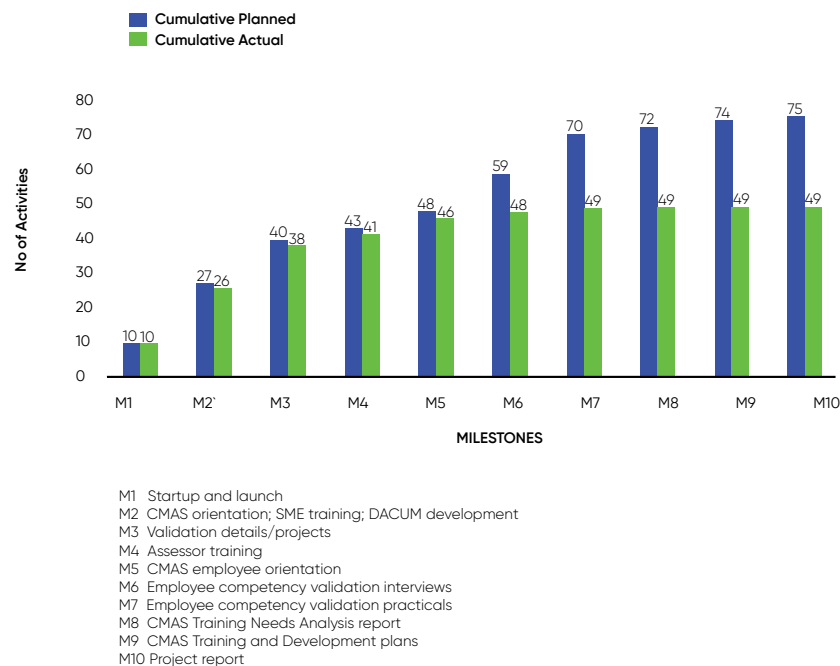
The CKSD Initiative, therefore, ensures that employee training and development is focused and targeted, specifically aligned to developing the skills that are needed in the particular position.

In 2019 the service provider delivered the following for the Commercial and Operations Groups:

- Development of Competency Profiles for 10 occupations totalling 51 job classifications;
- Development of Validation Details for 10 occupations totalling 51 job classifications;
- Coordination of Competency Needs Assessments – Interviews and Practical Assessments of 40 classifications with 113 employees;
- Development of Training Needs Analysis Report;
- Development of Training and Development Plans (IDPs) for 113 employees;
- Compilation and delivery of Project Reports;
- Training of NGC staff (i.e., Performance Coaches, Internal SMEs and Administrative Support) around the Competency Management Assurance System (CMAS)

At the end of 2019, the overall project attainment for CKSD stood at 65%. The chart on the right shows the major milestones of the project, and maps progress based on completion of activities associated with each milestone.

## CKSD MILESTONE ATTAINMENT



As we continue to develop the organisation, we will be looking at the following areas to complete in 2020: Corrosion Management, Automation and Measurement, and Maintenance Planning, all under the Operations Group; as well as Supply Chain Management.

## HUMAN CAPITAL (CONTINUED)

### Employee Benchmark Survey

The results of the Employee Benchmark Survey (EBS), undertaken in 2018, revealed areas requiring attention as it relates to employees and employee engagement. In 2019, detailed Employee Engagement Action Plans were developed by all Divisional Managers and Vice Presidents, aligned with the themes identified in the EBS. At the end of 2019, **94%** of planned engagement actions were completed and leaders have started to shift their focus to strengthening engagement efforts. For 2020, the expectation is that new actions will be developed, and leaders and their employees will apply the required efforts around engagement to bring about meaningful change in the work environment and team climate. HR will be doing “pulse checks” on the teams to determine the difference these engagement actions are making.

### Performance Management

Performance management continues to be a key priority for NGC. Over the last three years, we have strived to engender a performance management culture in which leaders and employees work collaboratively to deliver higher standards of performance. In 2019, approximately **97%** of our employees completed performance reviews. Career development reviews are integrated into our promotions process. The organisation has, in recent times, formalised these reviews to improve opportunities for career advancement for all employees.

HR also works closely with Families in Action (FIA), a local organisation offering Employee Assistance Programmes (EAPs), to ensure that employees at various stages of their employment life cycle are afforded the support mechanisms to transition through personal and professional changes. Within recent years, NGC has started to provide pre-retirement sessions, led by FIA consultants for employees approaching retirement. Similarly, employees whose services have been terminated for various reasons, are afforded the benefit of the EAP services to provide emotional and psychological support if the employee so desires.

### Succession Planning

Recognising the importance of succession planning to business continuity and the sustainability of the organisation, in 2019 an NGC Group-wide policy was signed that would, for the first time, allow employees to be considered as successor candidates for roles across the Group. This provides more opportunities for staff development and strengthens the resource pool for the organisation.

### **Leadership Development Programme**

The Group Leadership Development Programme (LDP) was launched on 10th September 2019. This programme is a major milestone in the Company's history as it marks the first time all employees across the Group will be participating in this process, from the level of President to the front-line employee. The Company is using an action learning model to embed the principles of the John Maxwell Leadership Development programme into the organisation. The objectives of the Group LDP are to:

- build the leadership bench strength of the Group of Companies that set the tone for exceptional performance and a healthy organisational culture
- encourage at all leadership levels across the Group of Companies consistent demonstration of the organisation's core values and leadership behaviours.

The programme seeks to establish a shared understanding of leadership for all employees. Employees must see themselves as leaders by their ability to influence others and their environment in positive ways. It seeks to engender positive behaviours modelled on the Group's core values that will empower employees to build a

network of relationships, create synergies and tap into the strengths of others to successfully achieve the goals and objectives of the Company.

### **2019 Team Building**

NGC continued its team building engagement which seeks to work with leaders and their teams to build a harmonious working environment, increase trust and improve interpersonal relationships among staff. Three (3) executive leaders and their teams participated in this process in 2019, which saw the development of organisational and team timelines to capture the teams' journeys and contributions in building the organisation.

### **Parental Leave**

NGC provides Maternity Leave for all female employees who have completed one year continuous service with the Company. The overall objective is to provide the benefit of paid Maternity Leave for a period of 14 weeks. The organisation does not presently offer Paternity Leave. In 2019, six employees proceeded and returned from Maternity Leave while three employees proceeded on Maternity Leave with a return date in 2020.

## EMPLOYEE BENEFITS



The following benefits are provided to employees: Computer Lease Programme, Paid leave including \*sick, \*vacation and \*study leave, Professional Membership Subscriptions, \*Wellness services including gym facility, \*Health Insurance, \*Life Insurance, Pension Plan, Employee Savings Plan, \*Employee Initiated Training and Development, \*Employee Assistance Programme.

**Note:** None of NGC's employees are covered by Collective Bargaining Agreements



# 2019

620 TOTAL  
EMPLOYEES

583 CONTRACT  
TYPE  
(permanent)

37 CONTRACT  
TYPE  
(contract)



215

PERMANENT

16

CONTRACT

231

TOTAL



368

21

389

# 2018

670 TOTAL  
EMPLOYEES

600 CONTRACT  
TYPE  
(permanent)

70 CONTRACT  
TYPE  
(contract)



222

PERMANENT

31

CONTRACT

253

TOTAL



378

39

417

# 2017

703 TOTAL  
EMPLOYEES

570 CONTRACT  
TYPE  
(permanent)

133 CONTRACT  
TYPE  
(contract)



215

PERMANENT

47

CONTRACT

262

TOTAL



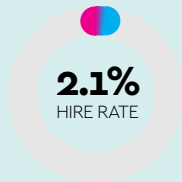
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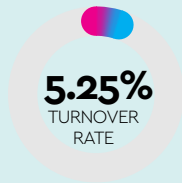
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2019



Age Group	TOTAL	MALE	FEMALE
18-20	0	0	0
21-30	1	1	0
31-40	5	2	3
41-50	6	6	0
51-60	0	0	0
60+	2	2	0
TOTAL	14	11	3

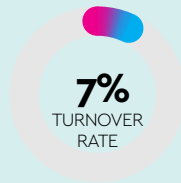


Age Group	TOTAL	MALE	FEMALE
18-20	0	0	0
21-30	2	2	0
31-40	10	4	6
41-50	2	1	1
51-60	19	11	8
60+	0	0	0
TOTAL	33	18	15
TURNOVER RATE	5.25%	3%	2%

2018



Age Group	TOTAL	MALE	FEMALE
18-20	0	0	0
21-30	2	1	1
31-40	2	0	1
41-50	3	1	2
51-60	2	2	0
60+	0	0	0
TOTAL	9	4	5

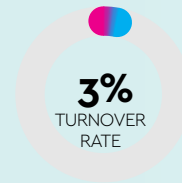


Age Group	TOTAL	MALE	FEMALE
18-20	0	0	0
21-30	8	7	1
31-40	19	13	6
41-50	4	3	1
51-60	15	9	6
60+	0	0	0
TOTAL	46	32	14
TURNOVER RATE	7%	5%	2%

2017



Age Group	TOTAL	MALE	FEMALE
18-20	0	0	0
21-30	2	1	1
31-40	6	3	3
41-50	6	3	3
51-60	2	2	0
60+	0	0	0
TOTAL	16	9	7



Age Group	TOTAL	MALE	FEMALE
18-20	0	0	0
21-30	42	26	16
31-40	9	5	4
41-50	4	3	1
51-60	12	9	3
60+	2	2	0
TOTAL	69	45	24
TURNOVER RATE	3%	5%	3%

## HUMAN CAPITAL (CONTINUED)

### Impact of Training

Employee learning and growth are important components in creating an agile organisation that can respond to the fast-changing demands of the sector. 2019 saw the implementation of several in-house training interventions to equip employees with required knowledge and skills for personal and professional development. A total of 477 employees

received approximately 14,000 hours of training in 2019. One of the largest training initiatives centered around safety – 140 employees of the Operations Group were taught core skills to protect lives and the organisation. This training was conducted in February 2019 over nine (9) interventions and 2404 man-hours.

#### HOURS OF EMPLOYEE TRAINING AND DEVELOPMENT RECEIVED

# 2019

EMPLOYEE CATEGORY	TOTAL EMPLOYEES	TOTAL HOURS
L0 PRESIDENT	0	0
L1 VICE PRESIDENTS	4	104
L2 MANAGERS	32	864
L3 ASSISTANT MANAGERS/HEADS	37	1,222
L4 SUPERVISORS	57	1,916
L5 INDIVIDUAL CONTRIBUTORS	347	9,400
<b>TOTAL</b>	<b>477</b>	<b>13,506</b>

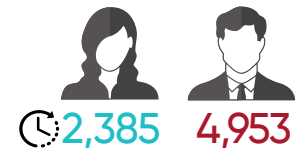
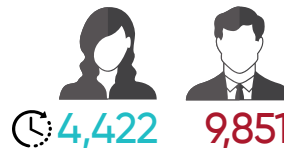
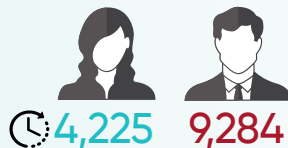
# 2018

EMPLOYEE CATEGORY	TOTAL EMPLOYEES	TOTAL HOURS
L0 PRESIDENT	1	0
L1 VICE PRESIDENTS	4	168
L2 MANAGERS	31	1,170
L3 ASSISTANT MANAGERS/HEADS	51	1,918
L4 SUPERVISORS	116	3,589
L5 INDIVIDUAL CONTRIBUTORS	289	7,428
<b>TOTAL</b>	<b>492</b>	<b>14,273</b>

# 2017

EMPLOYEE CATEGORY	TOTAL EMPLOYEES	TOTAL HOURS
L0 PRESIDENT	1	24
L1 VICE PRESIDENTS	3	67
L2 MANAGERS	21	608
L3 ASSISTANT MANAGERS/HEADS	49	1,001
L4 SUPERVISORS	86	1,763
L5 INDIVIDUAL CONTRIBUTORS	192	3,875
<b>TOTAL</b>	<b>352</b>	<b>7,338</b>

EMPLOYEES  
161 FEMALE  
316 MALE





## HEALTH, SAFETY, SECURITY AND ENVIRONMENT (HSSE)

### OUR IMPACT



#### WHAT WE ARE VERY PROUD OF

- Executing our 2019 plans for improvement and better using available technology in our HSSE processes. (This has been a journey of inches, fine tuning our controls with data).



#### WHERE WE COMMIT TO DOING BETTER

- Understanding our operations and customers' needs via even clearer, systematic communication of objectives
- Utilising technology for more effective of planning.

## HEALTH, SAFETY, SECURITY AND ENVIRONMENT (HSSE) (CONTINUED)

Our focus in HSSE is on world-class performance and our HSSE Policy outlines our commitment to *ensuring all work activities are carried out safely and in a manner that preserves life and the environment*. This commitment extends to the health, safety and welfare of our workers, contractors, authorised visitors and all stakeholders affected by our operations.

Our goal is 'zero unsafe behaviours' resulting in zero harm to people, zero loss of assets, zero loss of business continuity and zero damage to the natural environment. Achieving this goal requires displaying ownership, responsibility, accountability and respect.

In 2019, the HSSE Division continued working to achieve our goals under the theme *Destination: World-Class Safety*. Now in the third phase, *Final Approach Pattern*, and not without some turbulence along the way, we continue to align efforts to ensure that we 'touch down' safely at our destination in 2020.

### **Process Safety Fundamentals**

In our pursuit of Risk-Based Process Safety Management, 2019 saw the introduction of Process Safety Fundamentals, clear and easy to use instructions for hazard identification, operating discipline and learning

from events. These process safety fundamentals increased individual awareness and ownership for critical safeguards that prevent disaster. The rollout of these fundamentals to employees started in 2019 and will continue through 2020 using a combination of classroom-based training and assessments, practical lessons during walkdowns and other visual media including posters.

### **Fleet Management Technology**

At the end of 2019, there were 18 Preventable Vehicular Accidents (PVAs) in the NGC fleet. Our target remains zero. As observed this number climbed throughout the year. We continued to analyse the main causes which included lack of attention and poor driver judgement on the road. Our primary concern with PVAs remains the safety and well-being of our employees as well as other road users.

With this in mind, and as part of our continuous drive to embrace technology, in October 2019, NGC introduced the CarHub application to improve fleet safety. This service provides real-time reporting and alerts of at-risk driving behaviour, as well as management of maintenance and fuel consumption. The data captured can be used to recommend specific remedial training based on the daily challenges drivers face on the road.

## HEALTH, SAFETY, SECURITY AND ENVIRONMENT (HSSE) (CONTINUED)

CarHub technology reports include:

- Exceeding speed limits
- Hard cornering
- Harsh braking and/or acceleration
- Route tracking and vehicle location
- Vehicle idle time.

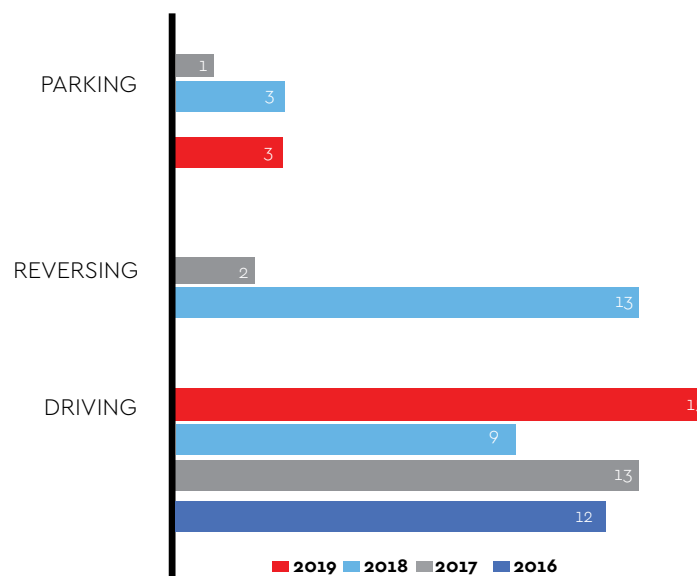
The CarHub service can also provide:

- Real-time alerts
- User-configurable dashboards and reports
- Maintenance of driver data and records such as driver's licence details and provide alerts when approaching expiration
- Cloud-based data management
- Onboard alarm for stricken vehicles
- Ability to incorporate future portable hardware.

### NGC Contractor Forum

As mentioned, our commitment to safety also extends to our contractors. In December 2019, in collaboration with our Supply Chain Management (SCM) Division, an HSSE Contractor Forum was hosted to reinforce NGCs safety best practices with our contractors. At this forum, NGC's President underscored the important role of contractors as partners and that the Company was fully committed to engaging contractors in the continuous improvement journey. Key topics covered at the forum included: HSSE as a continuous improvement process; STOW certification; prequalification and verification systems; NGC's substance abuse policy and NGC's life-saving rules.

**PVAs BY ACTIVITY 2019**



This forum also provided an opportunity for contractors to share their experiences and insights on the NGC-contractor working relationship. Contractors were also asked to commit to making NGC the safest place to work, agreeing to:

- Participate in regular meetings and site visits with NGC
- Raise the standard of HSE compliance
- Adopt life-saving rules
- Assist in mitigating risks and the verification process.

**DESTINATION:**  
WORLD-CLASS  
SAFETY



**2018**  
ASCENSION

**2020**  
TOUCH DOWN

**2017**  
LIFT OFF

**2019**  
FINAL APPROACH  
PATTERN

## HEALTH, SAFETY, SECURITY AND ENVIRONMENT (HSSE) (CONTINUED)

### Life-Saving Rules

As we continue to play an important role in promoting a safety culture, NGC is working with the Point Lisas Energy Association (PLEA) for the adoption of Life-Saving Rules (LSR). These are a series of best practice safety rules developed by the International Association of Oil and Gas Producers (IOGP) that have proven, when understood by all individuals and routinely applied, to be least likely to result in fatalities.

According to PLEA, the benefits of adopting LSR include:

- Increased individual awareness and ownership of critical safeguards that prevent fatalities
- Development of an industry-wide common safety language
- Improved clarity and allowance for consistency among contractors and operators doing similar work across the energy industry.

### HSSE PERFORMANCE

#### YTD December 2019

MAN-HOURS WORKED



**1,653,678**



ACCIDENT  
FREQUENCY  
RATE  
**3.36**

#### YTD December 2018

MAN-HOURS WORKED



**1,904,762**



ACCIDENT  
FREQUENCY  
RATE  
**0.52**

#### YTD December 2017

MAN-HOURS WORKED



**1,859,265**



ACCIDENT  
FREQUENCY  
RATE  
**1.61**

#### PERFORMANCE INDICATORS

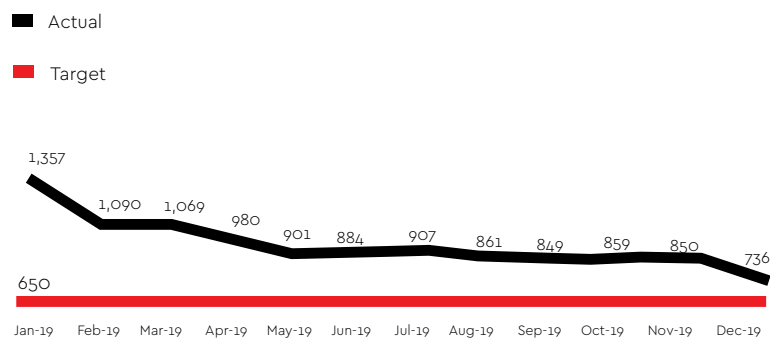
	YTD 2019	YTD 2018	YTD 2017
Preventable Vehicular Accidents (PVAs)	18	10	16
Recordable Injuries	6	1	3
Days Lost	90	179	73
Near Misses	106	66	70
Let's Connect	11,346	16,284	6,958



## Let's Connect

Our 'Let's Connect' safety system is an internal mechanism used to enhance safety culture and encourages employees to identify and discuss unsafe practices and behaviours.





### 2019 LET'S CONNECT PARTICIPATION



## Waste Management

As we strive to work in a manner that preserves the environment, the generation and management of waste are critical to reducing our environmental footprint. In order to reduce waste to landfill we promote the principles of Prevent, Reduce, Reuse, Recover and Recycle. We work with external waste management contractors to ensure that all waste generated (hazardous and non-hazardous) is properly treated, recycled where possible and disposed of in a manner that reduces any impact on the environment.

### TOTAL NON-HAZARDOUS WASTE AND TREATMENT

WASTE CATEGORY	2019 TOTAL (LBS)	2018 TOTAL (LBS)	TREATMENT TYPE
 Plastic Packaging	5,117	4,056	Recycled
 Paper and Cardboard	2,612	1,896	Recycled
 Glass (domestic)	712	726	Recycled
 Metallic Packaging	346	172	Recycled
<b>Total Waste (lbs)</b>	<b>8,787</b>	<b>6,850</b>	
<b>Total Waste (tonnes)</b>	<b>4.39</b>	<b>3.42</b>	
<b>Diversion Rate*</b>	<b>76.31%</b>	<b>40.79%</b>	

\*Diversion rate refers to the amount of waste that is diverted away from the facility without incineration or going to landfill.

## HEALTH, SAFETY, SECURITY AND ENVIRONMENT (HSSE) (CONTINUED)

### TOTAL HAZARDOUS WASTE AND TREATMENT

WASTE CATEGORY	2019 TOTAL (LBS)	2018 TOTAL (LBS)	TREATMENT TYPE
Other Engine/Gear and Lubricating Oils	82,760	2,048	Incineration
Paint, Ink, Adhesives and Resins	28,160	0	Incineration
Waste Printing Toner Containing Dangerous Substances	2,064	1,594	Recycling
Computer Equipment	1,830	5,363	Recycling
Plastics	1,702	0	Landfill
Fluorescent Tubes and Other Mercury-Containing Waste	1,699	1,079	Crushing/Recycling
Paper and Cardboard	750	0	Incineration
Steel Drums	560	0	Recycling
Oily Rags/Gloves/Contaminated Protective Clothing	175	0	Incineration
Incandescent Bulbs	57	0	Crushing/Recycling
Paper and Cardboard Packaging	34	0	Landfill
Ni-Cd Batteries	6	0	Recycling
Alkaline Batteries	3	74	Recycling
Fuel Filters	0	374	Incinerated
Spent/Used Chemicals	0	36	Incinerated
Empty Aerosol Cans/Gas Cylinders	0	10	Crushing/Recycling
<b>Total Waste (lbs)</b>	<b>119,800</b>	<b>10,578</b>	
<b>Total Waste (tonnes)</b>	<b>59.90</b>	<b>5.29</b>	
<b>Diversion Rate*</b>	<b>99.18</b>	<b>76.76</b>	

### **Respecting Biodiversity**

As NGC continues to grow the organisation, enhancing infrastructure to improve efficiency and reliability, we sometimes encounter situations where there is a potential threat to the environment. In keeping with our commitment to protect the environment, we approach any such threat with strict adherence to statutory requirements and best practice guidelines.

In April 2019, NGC commenced work on the Charlieville Diversion Project which involved the diversion of a segment of NGC's 609 mm diameter pipeline and the abandonment in place of the existing 406 mm diameter natural gas pipeline at Charlieville in central Trinidad.

Part of this project site and NGC's existing Right of Way (ROW), is adjacent to the Caroni Swamp, a protected area and Ramsar Site under The Convention on Wetlands.

Prior to undertaking this project NGC applied for and was granted a Certificate of Environmental Clearance (CEC 5238/2017) to ensure compliance with statutory requirements of the Environmental Management Authority (EMA) and other regulators. All measures outlined by the regulators form part of a Statutory and Compliance Database maintained by NGC, which was translated into a Field

Monitoring checklist completed at all site inspections by our Environmental and Permitting Officer.

During work on this part of the project site, NGC implemented several mitigation measures to ensure that there was minimum possible impact on protected areas and their biodiversity. Some of these measures included:

- Continuous engagement with all stakeholders and statutory bodies
- Use of equipment checklists for inspections and audits
- Daily toolbox meetings
- Assigned site safety officer
- Minimal clearing of areas for workspace
- No conversion of habitat from its original state and restoration to original condition
- Use of sediment traps/filters/retention ponds and temporary embankments to control sediment generated during excavation

For the period January to December 2019, we are pleased to report zero (0) non-conformance or breaches to CEC (environmental) conditions for this CEC5238/2017 as well as zero (0) non-conformance or breaches to CEC (environmental) conditions on all of our other eight active CECs.

THE CARONI SWAMP IS HOME TO THE SCARLET IBIS WHICH  
IS A PROTECTED SPECIES UNDER THE TRINIDAD AND TOBAGO  
WILDLIFE MANAGEMENT AND CONSERVATION ACT 2013.







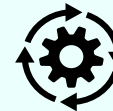
## ASSET INTEGRITY

## OUR IMPACT



### WHAT WE ARE VERY PROUD OF

- Robust Asset Integrity Management Framework
- Risk Management of pipeline network and facilities utilising Risk-Based Inspection and Risk-Based Assessments, for informed maintenance and engineering decisions
- Automated Maintenance planning and scheduling for preventive maintenance activities
- Synergies in sharing knowledge and techniques across the NGC Group of Companies
- Leadership support to drive integrity to world-class standards
- Committed employees to drive the AIM initiatives



### WHERE WE COMMIT TO DOING BETTER

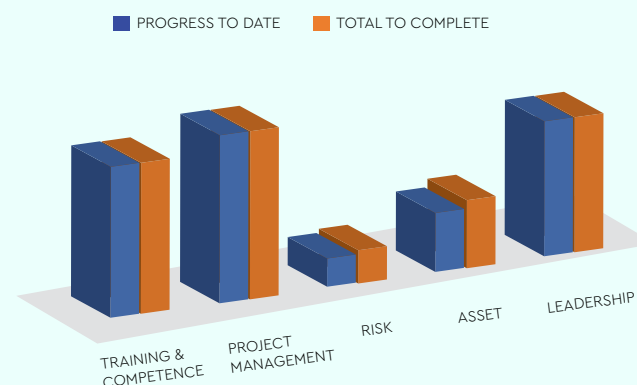
- Optimisation of spares
- Technical Document Management
- Fugitive Emissions Reduction Programme

## ASSET INTEGRITY (CONTINUED)

Asset Integrity Management (AIM) continues to be a top priority for the NGC Group and is a core component to ensuring the sustainability of our business. AIM becomes especially important given the extensive footprint of our infrastructure, with our pipeline network passing by nearby communities, along heavily trafficked roadways and through sensitive natural environments. We, therefore, make it a priority to maintain our assets, to prevent failures that could jeopardise public safety or disrupt ecosystems. To keep us accountable, asset integrity management has been pegged to our corporate scorecard. This means that we hold our work in this area as a key performance indicator for the company at the highest level. Our AIM System provides a plan, do, check, act cycle approach to managing the integrity of NGC's assets, systems and processes to achieve the overall goal of reduced risk to operations.

In 2019, we continued our focus on closing gaps identified in the 2017 audit of NGC's Asset Integrity Management System conducted by Det Norkse Veritas (DNV) T&T Ltd. and the Ministry of Energy and Energy Industries (MEEI). Addressing the identified gaps and recommendations to bring our systems in line with world-class standards and international best practice continues to be the focus of asset integrity management.

### 2019 ACTION COMPLETED BY AUDIT ELEMENTS








Overall progress against the DNV/MEEI Gap Analysis stood at 36% as at 31 December 2019 and we are pleased to report a 98% completion rate for planned action items during the year 2019.

## ASSET INTEGRITY (CONTINUED)

As we continue to focus on asset integrity management, we expect to achieve 'optimising' status by 2022 well in excess of national averages.

	2016 National Average	2017 Audit	2018 Actual	2019 Actual	2020 Projected	2022 Projected
Systems Audit	2.02	2.08		2.44	2.83	3.68
Equipment Audit	1.93	1.78		1.90	2.69	3.50

-  **4 = OPTIMISING:** THE ACTIVITY OR PRACTICE IS EFFECTIVE AND EFFICIENT. VISIBLE CONTINUOUS IMPROVEMENT CULTURE/EFFORTS ARE IN PLACE.
-  **3 = MANAGING:** THE ACTIVITY OR PRACTICE IS DOCUMENTED AND EFFICIENTLY IMPLEMENTED.
-  **2 = IMPLEMENTING:** THE ACTIVITY OR PRACTICE IS DOCUMENTED WITH IMPLEMENTATION ONGOING, BUT NOT FULLY MATURE.
-  **1 = DEVELOPING:** THE ACTIVITY OR PRACTICE IS EXISTS, ALTHOUGH IT MAY BE INCOMPLETE AND UNDOCUMENTED.
-  **0 = LEARNING:** THE ACTIVITY OR PRACTICE IS ABSENT OR AD HOC AND LITTLE AWARENESS OF THE EXPECTATION IS IN PLACE.



## AIM Framework

In 2018 NGC implemented a new AIM Framework based on four main pillars and aligned with ISO 55000 Standards in Asset Management.

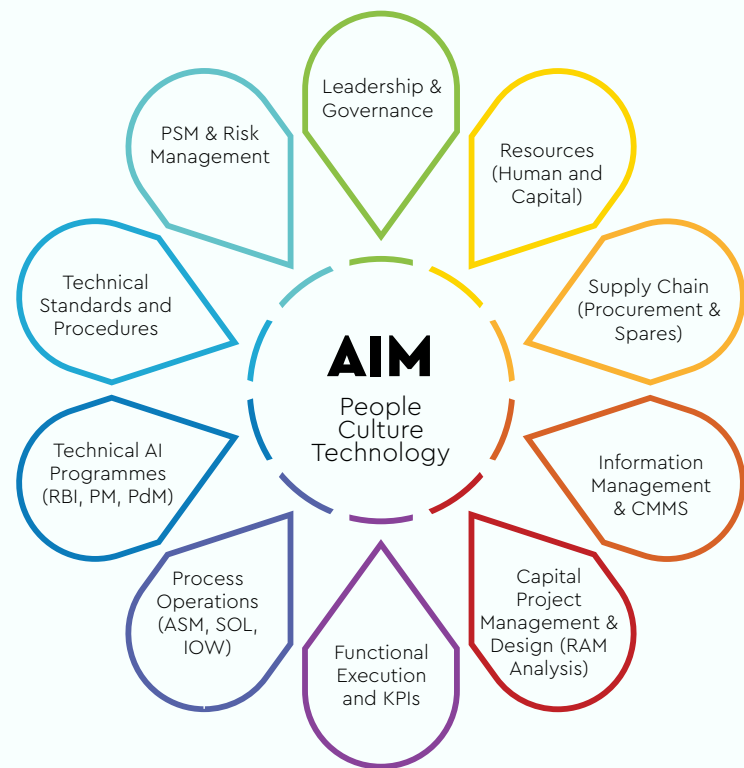
- Leadership and Governance
- Administrative Management Systems
- Technical Management Systems
- Functional Execution and Performance

This framework is integrated throughout ten (10) functions across the organisation (See diagram).

This framework allows us to maintain alignment with best practices and keep close track of asset integrity and its important relationship and impact on other areas of business, for example, human resources, governance and supply chain management.

### Full Integration of Tobago Gas Receiving Facility into SAP

One key function of the AIM Framework where significant progress was made in 2019 is Information Management and Computerised Maintenance Management System (CMMS). NGC uses the SAP system for computerised maintenance and has made great progress, with the Tobago Gas Receiving Facility being the first asset to be completely integrated. This allows, for example, the automatic generation of work orders based on risk-based preventative maintenance plans, which can then be planned and executed on a timely basis.

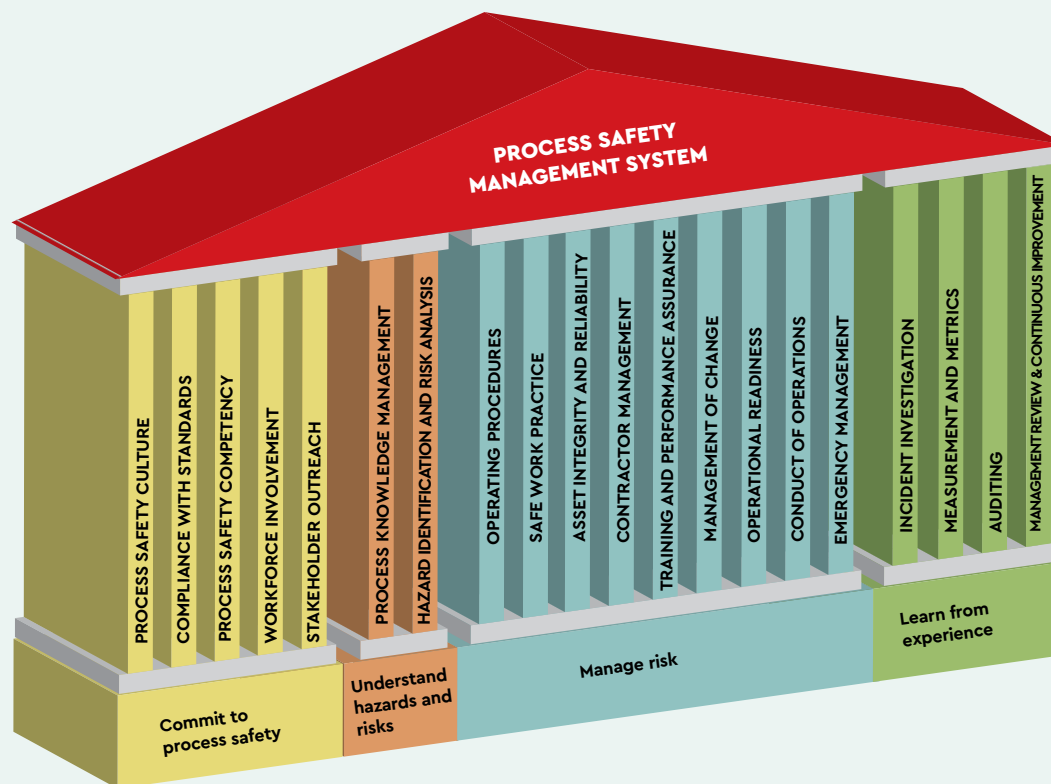


## ASSET INTEGRITY (CONTINUED)

### Process Safety

As a member of the Center for Chemical Process Safety (CCPS) NGC has adopted the Risk-Based Process Safety Programme which is based on four foundation pillars and contains 20 key elements. This approach enables NGC to manage and improve process safety performance through the foundations of a strong commitment to process safety, understanding the hazards and risk specific to the organisation, carefully managing these risks and continuously learning from our experiences.

To ensure the effectiveness of process safety management at NGC, our practices are integrated with other management systems and supported by the efforts of other areas of the business including Human Resources, Corporate Communications, HSSE and Supply Chain Management.



Copyright 2014 Centre for Chemical Process Safety (CCPS)



### **Risk-Based Inspection**

In line with the overall goal of reduced risk to operations, in 2019 we started the transition from a traditional time-based frequency asset inspection programme, to a Risk-Based Inspection (RBI) Analysis and Programme for NGC's assets. This best practice approach focuses on reducing risk by channelling resources and priorities towards

inspecting assets in areas that are more prone to failure. This process optimises the inspection efforts on areas that are high risk, thereby informing the overall maintenance strategy and optimising maintenance budgets. This transition to RBI is expected to be completed in 2021 for all gas-receiving facilities and valve stations.

11

SUSTAINABLE  
CITIES AND  
COMMUNITIES



13

CLIMATE  
ACTION



## CORPORATE SOCIAL RESPONSIBILITY

## OUR IMPACT



### WHAT WE ARE VERY PROUD OF

- NGC Shooting Stars – Youth filmmaking mentorship programme
- Energy Efficiency and Renewable Energy education series – RETHinking Energy essay competition
- Panorama Music Scoring (launch held in 2020)
- Reforestation – Worker Groups trained and formalised as part of community economic development initiatives
- NGC/YTEPP/Police Youth Clubs Vocational skills training
- Launch of Hasely Crawford Heroes Comic Book
- NGC/MIC-IT Pan Manufacturing and Tuning programme continued (reported on in 2018)
- Support to Carifesta – Bocas and TTFF



### WHERE WE COMMIT TO DOING BETTER

- Using a sustainability approach with all CSR partnerships
- Embedding sustainability metrics across all functional areas of the company



## CORPORATE SOCIAL RESPONSIBILITY (CONTINUED)

Corporate Social Responsibility (CSR) at NGC is a strategic component of our business model and a reflection of our corporate values. Our CSR activities demonstrate how we go beyond commercial and legal obligations and contribute to the economic, social and environmental sustainability of the communities in which we operate and our national community.

In fulfilling our responsibility to the nation, we focus our work around the following pillars:

- Arts and Culture
- Sport
- Education
- Empowerment and Youth Development
- Environmental Preservation

NGC is well known for many of our long-established, signature CSR partnerships in these areas which have impacted the lives of thousands. Each year, we also identify new, value added initiatives where we see the opportunity to create impact. Additionally, through our Contributions Committee, we provide sponsorships and one-off donations to worthy causes.

### OUR CSR PRINCIPLES



TRANSPARENCY



ACCOUNTABILITY



ETHICAL BEHAVIOUR



RESPECT FOR STAKEHOLDER INTERESTS



RESPECT FOR THE RULE OF LAW



RESPECT FOR INTERNATIONAL NORMS



RESPECT FOR HUMAN RIGHTS

## CORPORATE SOCIAL RESPONSIBILITY (CONTINUED)

### 2019 PERFORMANCE



**7,026** ATTENDEES  
IN 2019

**5,489** adults

**1,537** children

BRINGING THE TOTAL  
AUDIENCE REACHED  
SINCE 2011 TO

**50,000**

### 5-DAY PROGRAMME

**75** ADULT AND **32** CHILDREN'S EVENTS – WORKSHOPS,  
READINGS, PANEL DISCUSSIONS, BOOK LAUNCHES, FILMS,  
MUSICAL AND STAGE PERFORMANCES



**5**

SEMINAR EVENTS  
**WRITERS FIRST** IN  
PARTNERSHIP WITH  
NALIS

**6**

**CREATIVE  
WRITING  
WORKSHOPS**  
LED BY VISITING  
WRITERS



**12**

FEATURE FILMS AND DOCUMENTARIES  
AS PART OF **FILM PROGRAMME**

**6**

**BOOK LAUNCHES**  
OF NEW TITLES BY  
LOCAL, REGIONAL  
AND DIASPORA  
WRITERS



**6<sup>th</sup>**

**BURT AWARD**  
FOR YOUNG  
ADULT WRITING  
CEREMONY



**3<sup>rd</sup>**

YEAR OF **FACEBOOK-LIVE STREAM**  
OF FESTIVAL SESSIONS



**9<sup>th</sup>**

**OCM BOCAS PRIZE**  
FOR CARIBBEAN  
LITERATURE



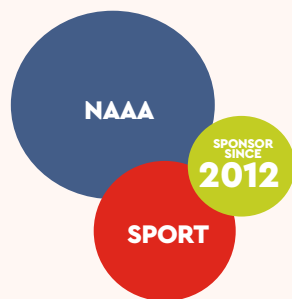
**4**

**POP-UP  
PAVEMENT POETS  
STREET EVENTS**  
IN PORT OF SPAIN  
AND POINT LISAS



**7<sup>th</sup>**

**BOCAS HENRY SWANZY AWARD**  
FOR DISTINGUISHED SERVICE TO  
CARIBBEAN LITERATURE



**NGC RIGHT ON TRACK (ROT) AND KIDS ATHLETICS PROGRAMME (KAP)**

TOTAL NUMBER OF PARTICIPANTS

**23,000**

<b>NGC ROT</b> (1999 – 2019)	<b>KAP</b> (2016 – 2019)
<b>18,589</b>	<b>4,411</b>

**11\***  
SCHOLARSHIPS  
WERE AWARDED  
TO NGC NAAA  
YOUTH ELITE  
ATHLETES  
(FROM 2017 – 2019)

\*2017 – 1  
\*2018 – 3  
\*2019 – 7

KAP PARTNERED  
WITH ROT TO  
IMPLEMENT  
TRAINING FOR

**8**

SCHOOL  
DISTRICTS

**INSTITUTED**  
PROGRAMMES  
FOR ATHLETES  
TRANSITIONING  
FROM JUNIOR TO  
SENIOR STATUS  
AND EXPANDED  
AND IMPROVED  
COACHING  
STRUCTURE



**TT\$16.8M**  
IN SUPPORT  
TO DATE

**5**  
SCHOLARSHIPS  
PROVIDED TO  
UNDERGRADUATE  
AND GRADUATE  
STUDENTS VIA  
THE TREVOR  
BOOPSINGH  
ENDOWMENT IN  
ENERGY STUDIES  
FUND IN 2019

SUPPORT TO UWI  
CHAIR IN  
**ENTREPRENEURSHIP  
AND INNOVATION  
(NOW STACIE)  
AND UWI  
DEVELOPMENT AND  
ENDOWMENT FUND**

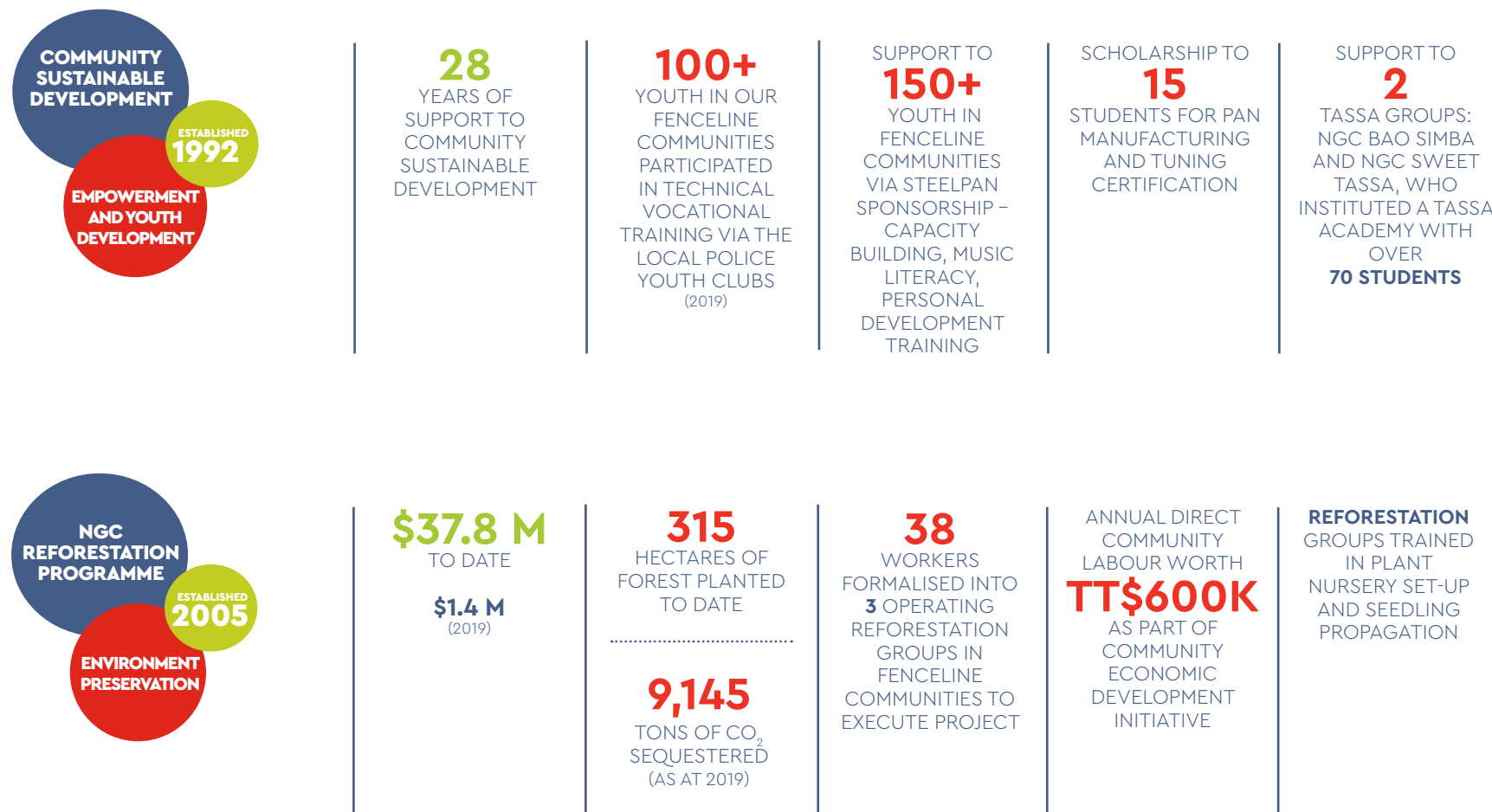
SUPPORT TO  
THE **RESEARCH  
AWARDS AND  
FORUM**

PARTNERSHIP  
TO DELIVER **PAN  
MUSIC SCORE  
TRANSCRIPTION  
PROJECT**

PARTNERSHIP TO  
DELIVER **CARBON  
SEQUESTRATION  
STUDY**



## CORPORATE SOCIAL RESPONSIBILITY (CONTINUED)

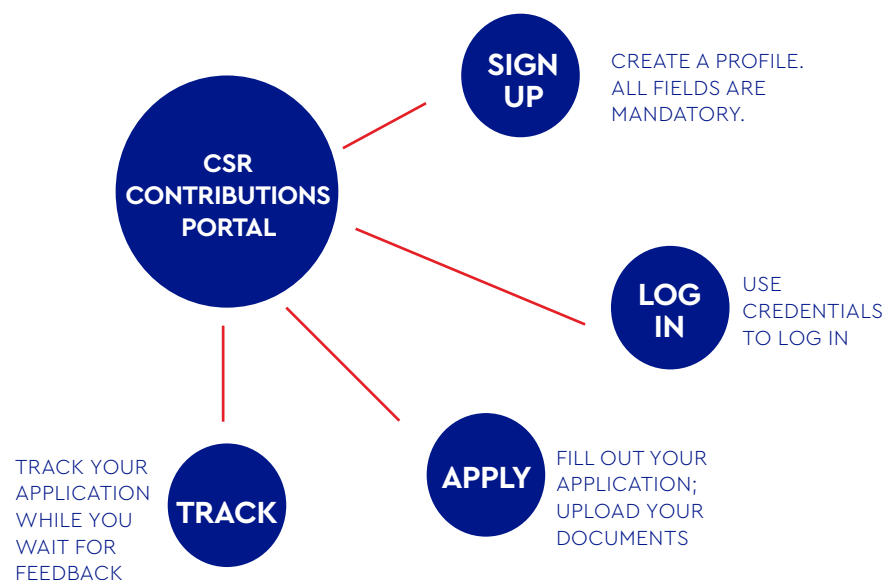




## CORPORATE SOCIAL RESPONSIBILITY (CONTINUED)

### NGC CSR Contributions Portal

In line with our organisation's wide focus on leveraging technology, the CSR Department introduced its new online CSR Contributions Portal, an electronic, user-friendly portal for sponsorship and donation requests. Apart from the environmental benefit of reducing paper use, the portal has helped to streamline the contributions process of NGC and users alike. The system makes it easier for applicants to submit and keep track of contribution requests, as well as allows NGC to capture and analyse information from the system, to better understand the landscape of requests and inform better decision-making and budget allocation. The system went live in June 2019 and received 51 requests by December 2019.



### NGC Bocas Lit Fest – CARIFESTA Edition

In 2019, the NGC Bocas Lit Fest – CARIFESTA Edition, saw a version of our signature annual literary festival hosted as part of the region's premier Caribbean Arts Festival, CARIFESTA XIV.

This proved an ideal setting for the execution of a diverse literary programme, expertly curated by the NGC Bocas Lit Fest and demonstrated the capacity of the organisation to host world-class literary events.

### Hasely Crawford Heroes Comic Book

Inducted as the inaugural honouree of the NGC Above and Beyond Programme in 2017, Hasely Crawford was transformed into a comic book hero through an NGC partnership with The Heroes Foundation. This exclusive commemorative issue, entitled *A Runner's Life – Lessons from an Olympian*, was aimed at raising awareness and appreciation of the achievements and work of this local hero.

The NGC Above and Beyond Programme seeks to recognise the broadest range of human endeavour, with criteria being outstanding national or international achievement in the fields of arts and culture, sport, business, agriculture, community and social work, education, environment and energy.

### REThinking Energy Essay Competition

Energy Efficiency (EE) and Renewable Energy (RE) are two areas of focus throughout the organisation as NGC continues to take the lead in promoting energy efficiency, not only for the sector, but nationally throughout Trinidad and Tobago. In partnership with IAMovement, the 'REThinking Energy' Essay Competition was launched for secondary

school students with a view to raising awareness and encouraging youth to rethink a sustainable energy future. This competition which saw the participation of nine secondary schools, followed on from the 'REThinking Energy' animated video series launched in November 2018, to bring awareness to the issue and importance of energy efficiency. Students of Holy Faith Convent, Couva copped prizes for first, third and fourth place.

#### **NGC/YTEPP/Police Youth Clubs – Partnership for Vocational Skills Training**

NGC has maintained a well-established relationship with Police Youth Clubs (PYCs) since 2013.

In 2019, NGC sponsored a customised vocational skills training programme for the PYCs administered by the Youth Training and Employment Partnership Programme (YTEPP) Limited. Approximately 150 members of the Couva, La Brea, Laventille Road, Mayaro and Penal PYCs participated. This initiative aligned with our CSR focus on Empowerment and Youth Development and focused on future career opportunities for the PYC membership. The programme offered training in a variety of career options as well as a life skills component that focused on attitudinal development, equipping youth with the training and mindset required to generate sustainable incomes in the future.

#### **Couva Children's Home and Crisis Nursery (CCHCN)**

NGC has been supporting the Couva Children's Home and Crisis Nursery since 1998. The Company was instrumental in relocating the home from dilapidated premises on Railway Road in Couva to its

present location in Camden, and has since been contributing annually towards upkeep of the home.

Over 2018 to 2019, six (6) children were taken in, while seven (7) were either adopted, reunified with families or transitioned. Currently there are 19 children in the care of the Home.

*Some of the CCHCN's achievements for 2019 include:*

- Quality of care and client satisfaction maintained at 100%
- Access to working computers maintained at 100%
- Music Development Programme continued, and voice and steelpan programmes are in effect, at 80% implementation
- Therapy for nine (9) children was provided by CCHCN, one (1) child received regular therapy from Children's Authority of Trinidad and Tobago (CATT), while five (5) children received irregular and inconsistent interventions from CATT.
- Implementation of care plans for the children stood at 70%
- Psychological-educational assessments for 15 of the 19 children were completed

*Academic Performance*

- Caribbean Secondary Education Certificate (CSEC) – one (1) child completed CSEC and gained 6 subjects. He has since transitioned and is pursuing Sports Management Studies at NESC/UTT.
- One (1) child passed the Secondary Entrance Assessment exam for Union Claxton Bay Secondary School. He has been reunited with his family.

9

INDUSTRY,  
INNOVATION  
AND INFRASTRUCTURE



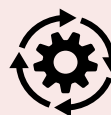
LOCAL GROWTH  
AND  
INTERNATIONALISATION

## OUR IMPACT



### WHAT WE ARE VERY PROUD OF

- New gas contract with Shell
- Deepening of international footprint through historic MOU signed with China
- Strengthening international brand presence through presentations at regional and global events



### WHERE WE COMMIT TO DOING BETTER

- Active exploration of opportunities for expansion through new business, partnerships and acquisitions, both locally and abroad
- Increased participation in and exposure at global industry events and communication platforms



## LOCAL GROWTH AND INTERNATIONALISATION (CONTINUED)

Local and international growth is one of our strategic pillars which ensures that we continue to play a central role in the future of natural gas in Trinidad and Tobago. In a globally evolving sector, where factors of supply, demand, price and more recently climate change, increase volatility and unpredictability, NGC is continuously exploring opportunities to create value and long-term sustainability. Internationalisation and diversification have allowed us to maintain our position as a strategic player locally, as well as tap into international opportunities through partnerships, investments, subsidiaries and associated companies.

### Gas Contracts

Even as the sector experienced significant challenges in 2019, at a time when long-established gas contracts with upstream and downstream operators continued to expire, NGC saw the successful conclusion of negotiations for a fully-termed Domestic Gas Sales Contract (DGSC) with Shell Trinidad and Tobago Limited. This agreement will ensure continuity of supply over the medium term. The final contract was signed in November 2019.

### MOU with Beijing Rheingau Investment Corporation

As part of its internationalisation thrust, in April 2019, NGC's President signed a Memorandum of Understanding (MOU) with Beijing Rheingau Investment Corporation (Rheingau) (a subsidiary of China Investment Corporation) of the People's Republic of China. This collaboration will involve partnering on the sale of LNG from Atlantic's Train 1 Facility as well as explore other areas of co-operation in the oil, gas and energy sector.

### International Presentations

NGC's efforts in the area of internationalisation and diversification continue to bear fruit as the organisation is recognised as an important player in the global natural gas sector. In September 2019, President Mark Loquan was invited to participate in a panel discussion for the



MOU for partnership: Mark Loquan, President NGC with Lu Yuling of the Beijing Rheingau Investment Corporation

Gastech VIP Programme – Global Gas Leaders' Summit. Gastech is described as "the world's leading and largest integrated gas, LNG and energy event for the international energy industry to come together to form strategic relationships, discuss and debate key energy challenges and do business across the value chain". Participating in the VIP Programme allows NGC to position itself in the global energy industry.

Closer to home, in July, AMCHAM hosted the first Health, Safety, Security and Environment (HSSE) Conference in Georgetown, Guyana under the theme 'Preparing for Sustainable Development'. Mark Loquan was invited to speak at the event and shared on the contractor management process adopted by the Point Lisas Energy CEOs Association to standardise safety requirements across all companies. He elaborated on the mechanisms of the PLEA Passport and STOW certification, which have contributed greatly to contractor safety. These have big lessons for Guyana as they work on building their industrial infrastructure.

7

AFFORDABLE  
AND CLEAN  
ENERGY



## ENERGY EFFICIENCY

## OUR IMPACT



### WHAT WE ARE VERY PROUD OF

- Providing a space that fosters knowledge on EE
- Seeking innovative ways for driving EE
- Collaborating with other stakeholders for the promotion of EE



### WHERE WE COMMIT TO DOING BETTER

- Managing energy consumption for our internal operations
- Continually monitoring and assessing how we can reduce our greenhouse gas footprint
- Developing as a leader in EE matters for our stakeholders, including customers



## ENERGY EFFICIENCY (CONTINUED)

Energy Efficiency (EE) at NGC came to the fore in 2017 with a call to action from our President for the sector to work towards EE. Not long thereafter came the rebranding of the Light Industrial Commercial (LIC) and Other Industries Division into the Manufacturing Industries and Energy Efficiency (MI&EE) Division within the Commercial Unit. Tasked with the responsibility of developing and promoting EE measures both for NGC and its stakeholders along the value chain, its mandate includes:

- Strengthening national contribution by working collaboratively with stakeholders to shape the development of national policies and laws related to EE
- Supporting the implementation of projects that will minimise or reduce energy usage
- Raising public awareness on the benefit of EE and Energy Conservation (EC)
- Securing business by influencing behavioural changes among NGC's customers through promoting and monitoring the effectiveness of EE and EC programmes targeting energy-saving opportunities
- Shaping the organisational culture as it relates to sustainable energy competencies, which will support renewable energy and EE activities.

At NGC, EE and energy conservation make both good environmental sense and good business sense. The sector is faced with gas supply challenges and higher acquisition costs from upstream suppliers, as

well as customer expectations of favourable pricing for renegotiated contracts. There is a pressing need, therefore, to both reduce the demand for natural gas for electricity generation and improve efficiency of gas utilisation.

### **EE and Renewables Conference & Trade Show 2019**

In June 2019, the MI&EE Division led a presentation at the Energy Chamber's EE and Renewables Conference & Trade Show 2019, entitled "Shifting to EE". This presentation demonstrated NGC's commitment to EE and highlighted many of the initiatives planned and being undertaken in the area.

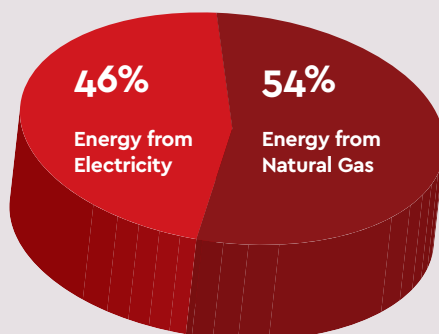
### **Energy Audit**

Starting at home with our operations, in 2019, NGC commissioned an Energy Audit of its head office, Orinoco House, Orinoco Drive, Point Lisas. This audit involved a process to evaluate the different areas where energy was being utilised and identify opportunities for EE and energy conservation. The audit identified areas of high energy consumption and opportunities for saving for both electricity and natural gas.

The Energy Audit has allowed NGC to capture baseline data which can now be used to develop a monitoring programme for 2020. Undertaking this energy audit has also highlighted the need for implementation of improved energy management systems, development of company policy related to energy use as well as the need for educating staff on energy use and efficiency. These initiatives are documented as some of the next steps.

## ENERGY EFFICIENCY (CONTINUED)

### ENERGY USAGE AT NGC

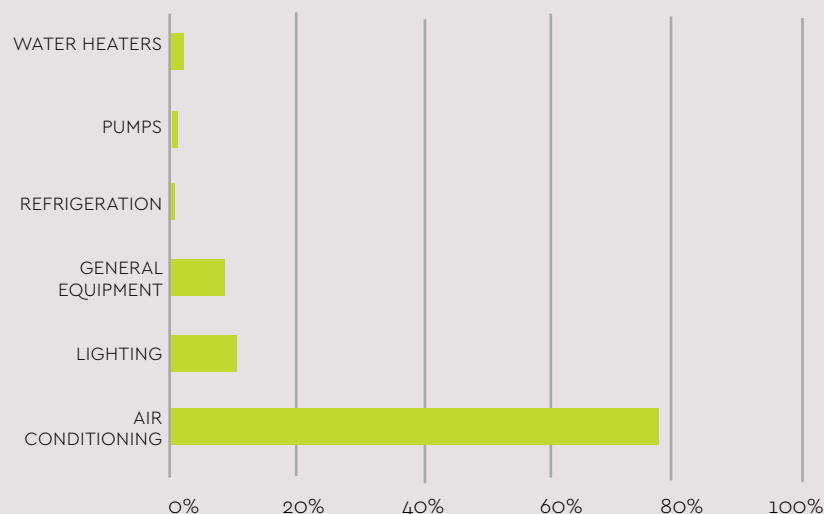


### ENERGY CONSUMPTION ORINOCO HOUSE

**Energy Consumption**  
(For the period  
Oct 2018-Sep 2019)

	mmbtu	kWh
Monthly Average Electricity Consumption		174,325
Monthly Average Natural Gas Consumption	698	204,528
<b>Total Average Energy Consumption</b>		<b>378,853</b>
<b>Total Use Index (EUI) kWh/m2y</b>		<b>625</b>

### AVERAGE MONTHLY ENERGY CONSUMPTION



### **Energy Efficiency Week 2019**

In recognition of World Energy Efficiency Day 2019, NGC hosted its Inaugural Energy Efficiency Week in October under the theme "Building Organisational Culture and Awareness on Sustainable Energy Practices". This event for employees and contractors brought together a range of experts working in various aspects of energy efficiency to share information and experiences. This event and open house expo included sessions on:

- Energy Efficiency for the home
- Solar Energy for the home
- Climate Change
- Carbon Sequestration
- Green Transportation
- Sustainability Education

### **Participation in Cabinet-appointed EE committee**

In June 2019, the Government established a Cabinet-appointed multisectoral committee to develop a five-year action plan to help the country transition to more responsible energy use. Several NGC Group representatives were appointed to this team and worked with other stakeholders to design a strategy that can help Trinidad and Tobago expedite its efforts in the area of improving energy productivity.

With energy efficiency and conservation already a focal point of the NGC Group's work programme, having a voice in the Cabinet-appointed committee was extremely useful. Not only did the Group bring an authoritative perspective to discussions, but its work will have been integrated into a broader national offensive. In partnership with other stakeholders, efforts can be multiplied, and much more can be achieved for Trinidad and Tobago.

The plan is currently under review.

### **Future Focus**

As the cheapest and most readily deployable means of curbing carbon emissions, energy efficiency and conservation (EE and EC) mechanisms will become increasingly important to climate change mitigation efforts. NGC therefore intends to make EE and EC key focus areas in its strategic planning for the years ahead.

## CONCLUSION

NGC is pleased to have completed a third year of reporting on our sustainability performance as we remain committed to continuous improvement towards sustainability. Over the past three years, we have seen marked improvements in our understanding and application of sustainability principles throughout the organisation, which has enabled us to improve our performance and our reporting.

As we close off this third *Sustainability Report*, prepared in the time of COVID-19, we know that there will always be uncertainty ahead. However this pandemic has demonstrated the resilience of our organisation as well as the adaptability, dedication and commitment of our entire NGC Team who continue to move seamlessly into the 'new normal'.

To our valued stakeholders, NGC remains committed to embedding the principles of sustainability – economic, social and environmental – within our organisation and the way we do business and look forward to your continuous engagement and feedback.



Please send us  
your feedback

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