



# For the FUTURE

## MARK LOQUAN ON WHAT'S NEXT FOR NGC

Disruptions and crises are not unique to the world of business. But the rapid and unprecedented spread of the COVID-19 pandemic which caused enormous financial damage to operations and upended work routines may be the most challenging issue business leaders will ever face in their lifetime.

At NGC, President Mark Loquan, grasping the complexity of the most serious public health



**Mark Loquan**  
– President, NGC



crisis in living memory, applied sturdy human-centric leadership as he prioritised the health and well-being of employees and their families while keeping control room operations running through increased shifts with smaller numbers of employees.

“Some of the lessons at the higher level are that while you deal with a health crisis that is global in nature and, of course, it is impacting you in Trinidad and Tobago, we have to stay focused on business continuity while also remaining focused on the people side,” said Mr. Loquan.

Given the critical and central role of NGC to the energy sector, it was among the few companies to continue operations during the lockdown which began in March, while most of its employees worked from home.

Maintaining empathetic leadership, Mr. Loquan sought to strike a balance by keeping employees safe while ensuring the survival of the business; maintaining strong communication with employees; and motivating employees who were working remotely and virtually.

“What you see happening as we go through time, the focus is on well-being and mental health, the kinds of situations that you wouldn’t necessarily focus on in that way but we understand more and we are more adaptable,” he added.

It is this type of unwavering leadership strength that Mr. Loquan brought to NGC four years ago when he was appointed President. Backed by an expansive global career in the energy sector, Mr. Loquan has helped carry NGC to another level to become a formidable global player by strengthening its foundation blocks and harnessing the immense power and synergies across The NGC Group.

Some of the early developments that propel the NGC Group into its global role include the establishment of a National Energy subsidiary in Guyana, deepening engagement in the US through PPGPL’s purchase of the NGL marketing assets of Twin Eagle Liquids Marketing LLC, the signing of a Memorandum of Understanding on LNG with China, tapping into Ghana and the African region to share expertise, and engaging in discussions with Grenada around new supply.



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(continued)

Mr. Loquan said it was important to focus on strengthening NGC for the future, to be clear on its direction, the foundation blocks on which to build the Company and the pillars for success.

“I would say it is very important to have a clear direction – to know what you’re doing in an operational sense – as well as strategic focus, to know where we are going, what are the areas that we would focus on across the chain and, of course, our role. We are not just a buyer and seller of gas; we are becoming an integrated player.”

The best value for the people of Trinidad and Tobago, in his view, can be gained by working across the chain and expanding focus, not only locally but regionally and internationally.

Although significant strengthening has taken place in the Company, the focus continues to be on governance, closing gaps in audits, ensuring risk is being reduced, developing employees and adding new skills, such as in geology and risk management. It was also important to get all employees aligned to the latest company strategy and become part of the whole process. It meant harnessing each employee to give their full potential, listening more, building teams, breaking down walls, having more collaboration and participation and engagement of people whether virtual or not.

He added, “It’s about mobilising the organisation to work in the direction required but also being able to work at a strategic level while ensuring the people in your teams are geared up to improve their operation of the business.”

Part of the transformation at NGC is towards becoming a more data-driven organisation, to visually analyse different levels of progress in accordance with schedules.

Peering into the next decade, Loquan said two important areas that will continue to engage the attention of the Government are the gas value chain and the unitisation of the LNG trains.

Describing the gas value chain analysis as a critical piece of work going forward, he said it will position the sector in terms of how it needs to operate, through fiscal incentives or policy, to become competitive and efficient in a more market-driven world.

“It requires a better understanding of how this value chain has changed with the coming of shale gas in the US, new plants, more competition generally,” he asserted.

In terms of the LNG business, Mr. Loquan said there is significant conversation around the unitisation of the trains to make them more efficient and operate as almost one entity instead of several different trains with different commercial arrangements.

Noting that several LNG plants were constructed worldwide in the last decade and more coming on

stream, he said the LNG world is competitive and there will be surplus LNG on the market for a period of time.

“It’s important to utilise the time now to make sure that the unitisation and efficiency of the trains are included as part of the gas strategy,” he said. In terms of the green agenda, a subject that he is passionate about, Mr. Loquan said emissions will continue to rise if the energy mix does not include less coal, more gas as a transition fuel and more renewables.

Noting that many Caribbean countries are using petroleum products, he said Trinidad and Tobago, through NGC, can position itself to help wean countries off petroleum products and oil, a key ingredient for the power sector.

He referred to China and India where LNG and gas continue to play an important role in their energy transition.

“There is a need for clean fuel, and this will not happen overnight, but it is important that during the next decade we position NGC and Trinidad and Tobago to play an influencing role in this whole green focus.”

The NGC Group is already well-positioned in the chain with CNG, renewables and energy efficiency being strategic focus areas.

Under the decisive leadership of President Mark Loquan, NGC is indeed geared to move into a higher level of global involvement while deepening and strengthening its engagement at home.

