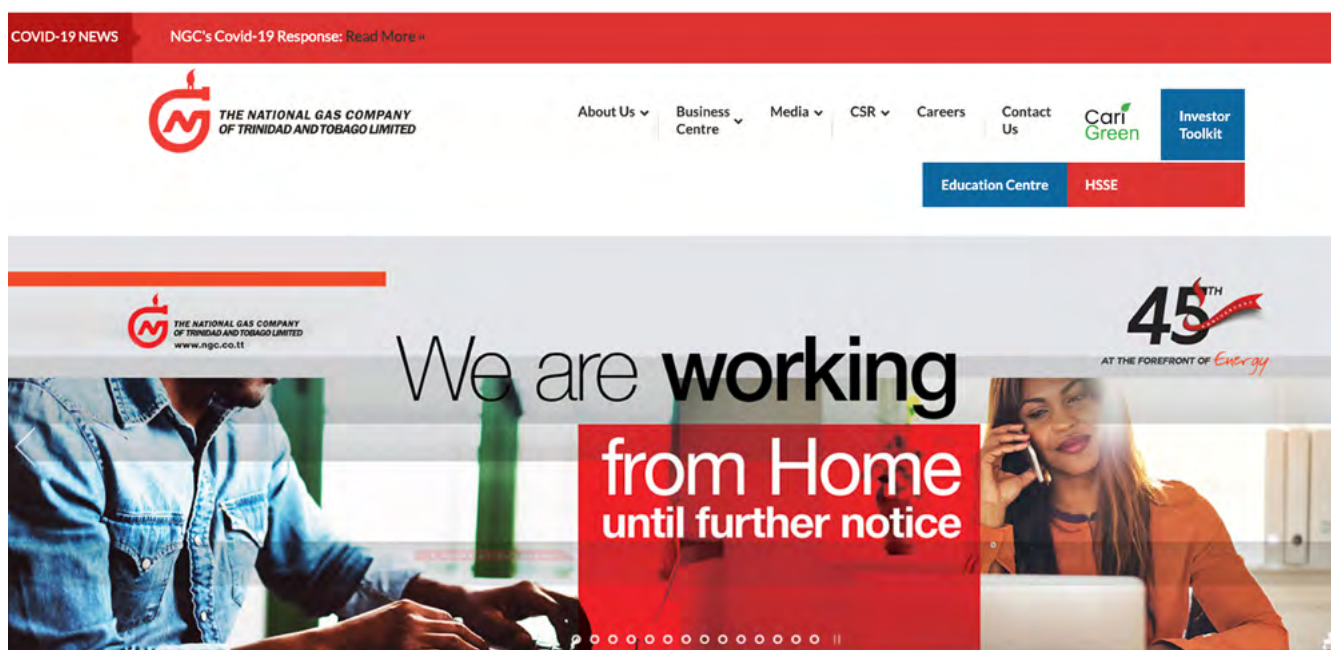


# Resourcing for Change



## Technology for the Future of Work

As a state enterprise, NGC is held to more demanding standards than energy companies in the private sector. This is particularly true within the supply chain and procurement function, which must be strictly governed by such principles as transparency, accountability, value for money and fairness.

At the onset of the COVID-19 pandemic, NGC was able to activate and leverage functionalities of the SAP Ariba system to keep business running optimally. E-tendering became the norm, with tenders and bids being issued and submitted electronically. The communication channels available on the Procurement Portal ensured suppliers never lost contact with SCM staff handling their payments and enquiries.

Millions of dollars have been saved relative to in-house estimates, which can now be put toward further technological enhancements in procurement and enterprise management. The process of e-auctioning has also allowed NGC to refine in-house estimation, as it has given some insight into the threshold pricing for certain services and the concessions suppliers are willing to make.

## Our Human Capital

NGC's agility was tested regarding the management and support of its human resources. NGC's business continuity plans were activated, and a Work-from-Home Policy developed and enforced by the end of March 2020. Notwithstanding the new work conditions, the Company did not lose sight of the strategic initiatives on leadership, talent development and knowledge being progressed to ensure sustainability.

We continued with the **Leadership Development Programme (LDP)** to ensure the next level of leaders is well placed to advance the affairs of NGC in a sustainable manner in sync with the Company's core values. An enforced shift from in-person to online training in keeping with protocols, delayed, but did not stop, the programme nor dampen enthusiasm. Some 81 employees participated in the programme in 2020.

## Technology Transformation

NGC has been leveraging people, processes and technology in a deliberate strategy to boost efficiency and competitiveness. To that end, NGC has been aggressively deploying technological tools to support remote work arrangements made necessary by the pandemic. We continue to deepen the technological

breadth of the organisation by accelerating our digitisation process. The Information Technology Division has been restructured and rebranded as Technology and Innovation (TI), in alignment with our strategy for process improvement through technology. Several milestones have already been met in the digital transformation of the business processes.

These include:



The deployment of SAP Ariba, which has enabled NGC to pivot quickly to e-auctions as an integral part of the procurement process.

(In the coming year, we will augment the source-to-settle process integration with the SAP 4 Hana cloud-based solution.)



The application of Power BI data visualisation software in real-time to monitor work processes, cost reduction initiatives and strategic KPIs.



The use of drones, satellite imaging and infrared cameras in our field operations.



Using several functionalities of online platforms such as Microsoft 365 and Zoom.

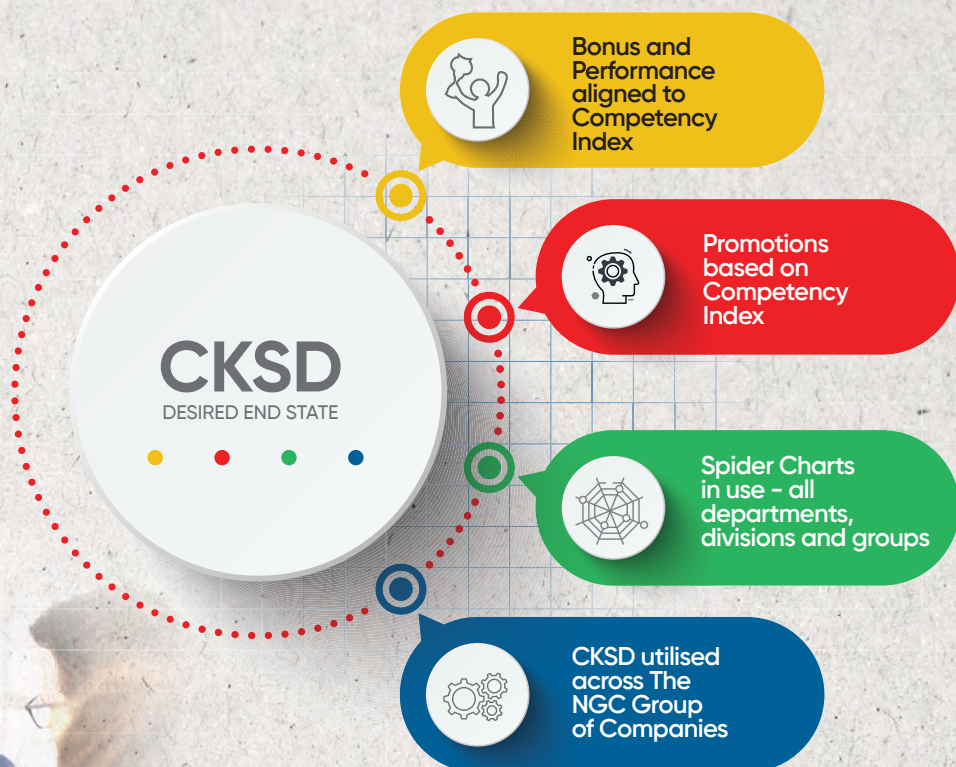




# Resourcing for **Change** (continued)

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

Desired Future End State



NGC continued its **Competency, Knowledge and Skills Development (CKSD)** project. Phase I, which began in 2017, involved employees across the organisation mapping their skills and qualifications.

Phase II of the CKSD Project, which focused on assessing the competencies of employees, was **90%** completed in 2020.

Different groups within the Company are receiving training on the principles and practice of assessing competencies against defined international standards.

**Areas included were:**

Commercial; Electrical; Pipeline and Gas Facilities Reliability Service; Control and SCADA; Automation and Measurement; Upstream Operations and Corrosion Management.