



THE NATIONAL GAS COMPANY  
OF TRINIDAD AND TOBAGO LIMITED

# PIVOTING TO A SUSTAINABLE FUTURE

2021 SUSTAINABILITY REPORT









PIVOTING TO A  
**SUSTAINABLE**  
**FUTURE**



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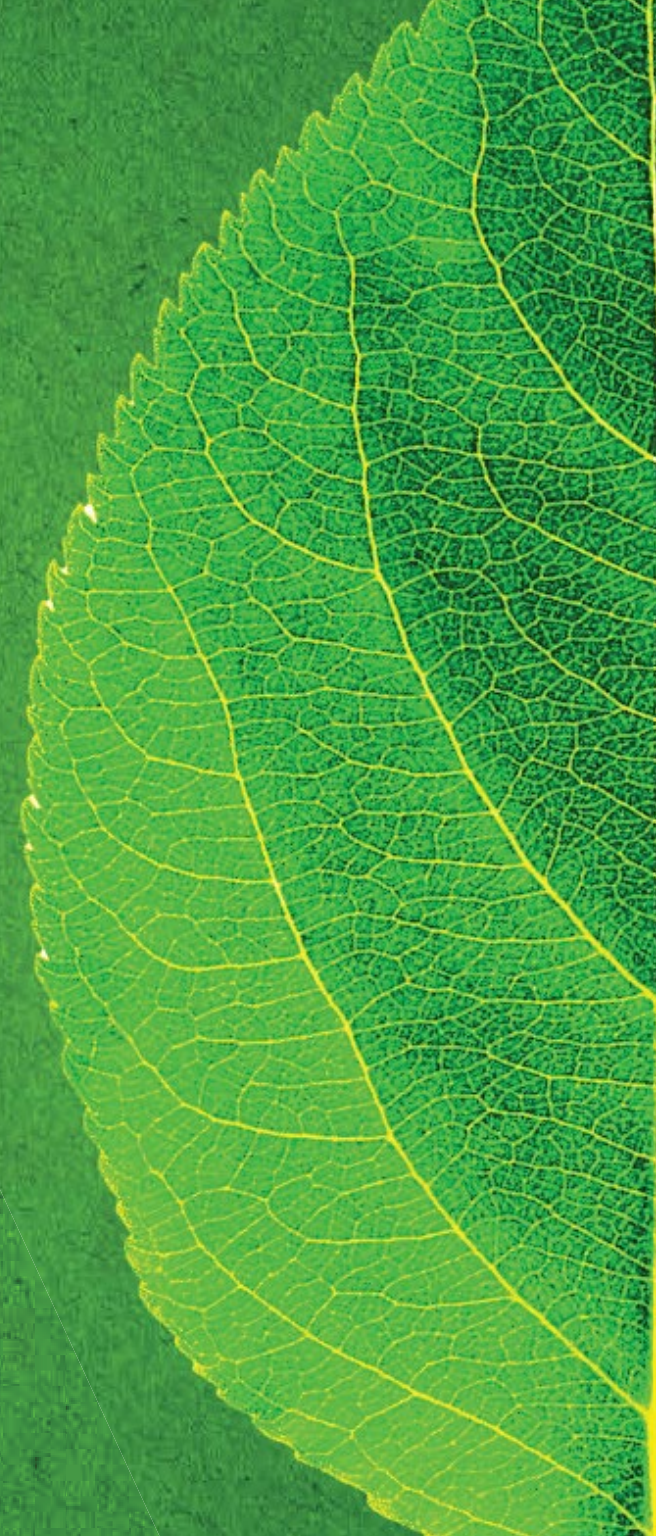
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Mark Loquan, President

## A WORD FROM OUR PRESIDENT

# PIVOTING TO A SUSTAINABLE FUTURE

NGC is in the energy business. We harness energy in various forms to fuel productivity – from the chemical energy stored in natural gas molecules; to the heat of the sun; to the creative force of our people. NGC is on a mission to create value from our nation's resources to contribute towards the economic, social and ecological development of Trinidad and Tobago. While our primary business remains the development and optimisation of natural gas at all points along the value chain, NGC is rapidly pivoting to satisfy the demands for energy in the low carbon future.

The Government of the Republic of Trinidad and Tobago (GORTT) has stated its Intended Nationally Determined Contributions (INDC) to the Paris Agreement on Climate Change to reduce overall greenhouse gas (GHG) emissions by 15% by 2030 from a 2013 baseline. The power generation, public transportation and industrial sectors are earmarked to produce the desired reductions.

The NGC Group is cognisant of its role and responsibility as the premier state-owned group of companies with operations in the industrial and transportation sectors.

Accordingly, The NGC Group has articulated the following targets representing its contribution to the national effort in the short, medium and long term:

1. By 2030, to attain 30 percent of Trinidad and Tobago's market share for renewable energy and energy efficiency business
2. By 2030, to achieve a 75 percent reduction in venting of methane, and 50 percent reduction of fugitive methane emissions from The NGC Group's operations
3. By 2030, to achieve 2 percent of Trinidad and Tobago's Nationally Determined Contributions (NDCs) target for GHG reduction
4. By 2040, to achieve 30 percent of Trinidad and Tobago's NDCs target for GHG reduction
5. By 2050, to achieve carbon neutrality across The NGC Group



Driven by its overarching goal of arriving at net zero carbon by 2050, NGC has employed a strategy that would allow the company to pivot towards a low carbon future utilising natural gas as a pathway to sustainability. Our sustainability strategy is summarised in our 'Sustainability House' graphic (see page 6) and in 2021, NGC continued to strengthen the four Strategic Pillars that buttress the entire strategy.

### Strategic Pillars

- Optimise Current Business
- Transform the Organisation
- Grow Local and International
- Sustainable Development

### Taking a Sustainability Perspective

The NGC Group first embarked upon its Green Agenda in 2020. The Green Agenda provides a strategic focal point for The NGC Group's initiatives in the green space. These include methane measurement, reporting and reduction as well as energy efficiency and renewable energy projects and investments. Under the Green Agenda, The Group is also exploring opportunities for development of alternative energy sources, such as blue and green hydrogen and landfill waste. The NGC Group has emerged as a major advocate for climate adaptation and energy transition, as we continue to lead by example in the energy industry.

In 2021, The Green Agenda approach to sustainable thinking and behaviour was further advanced as across The Group, we were challenged to look at our operations through a sustainability lens. This has resulted in changes in the way we measure outcomes and impacts from our business activities, and how we present information. We continued to expand our use of technology to not merely sustain operations in the face of the pandemic, but to also improve efficiency and quality control, and reduce expenditure. NGC partnered with an international technology firm for satellite monitoring and measurement of methane emissions along its pipeline network, to supplement our Leak Detection and Repair (LDAR) ground measurement system. This approach is expected to improve our capacity to detect and mitigate leakages along our pipeline network, saving gas molecules and reducing methane emissions. Risk management has also improved through collaboration, standardisation and the use of technology to monitor and evaluate risks across The NGC Group.

### Consolidating and Strengthening

Gas supply continued to be a serious concern for the organisation in 2021. Emphasis was thus placed on bolstering this aspect of the business. A multi-pronged approach was taken as the company sought to close

contracts for both onshore and offshore gas supply. These included a contract signed with Primera Oil and Gas Limited – a local subsidiary of Touchstone Exploration – for supply of gas from the onshore Ortoire Block. A gas supply contract was also executed with DeNovo Energy Limited for development of the Zandolie Field in Block 1 (a), the second such project to be undertaken in the Gulf of Paria. In addition to the development of small and marginal fields, NGC continued working towards the realisation of cross-border gas in the Manatee Field, a prospect that could alleviate gas curtailment issues for the petrochemicals and LNG industries. The company also negotiated contracts with large petrochemical customers – Trinidad Nitrogen Company Limited (Tringen) for two ammonia plants, and Proman Limited for the resumption of production at Methanol Holdings Trinidad Limited's (MHTL) M4 and M5000 methanol plants.

NGC continued to explore avenues for expansion of its LNG portfolio to supply natural gas to the Caribbean in the form of small-scale LNG. Being lighter than oil-based fuels, natural gas is playing a significant role in the region's energy transition. As a shareholder in Atlantic, NGC has also been involved in discussions around the unitisation of Trinidad and Tobago's four LNG trains, a project that has the potential to increase efficiency of the plants, and in turn, generate higher revenues.



# Vision

To be a recognised global leader in the development of sustainable energy-related businesses

# Mission

To create exceptional value from natural gas and related energy businesses through our people and strategic partnerships

Green Agenda



Technology & Innovation

Safety & Environmental Preservation



Integrity



Excellence



Employee Engagement



Transparency



Corporate Social Responsibility



Customer Focus



## PIVOTING TO A SUSTAINABLE FUTURE (continued)

### Investing for a Sustainable Future

Through strategic investments in alternative fuels and renewable energy projects, the company is pivoting towards a carbon neutral business. In 2021, NGC subsidiary, NGC Petrochemicals Limited (NPL) signed a term sheet with Gulf Coast Methanol 1 LLC and its parent company, IGP Methanol LLC to purchase blue methanol from IGP's Gulf Coast Methanol Park (GCMP) project. Negotiations are ongoing to finalise the terms of the agreement, which will see the expansion of NGC's marketing and trading portfolio.

In addition to marketing and trading of methanol cargoes from its investment in Caribbean Gas Chemical Limited (CGCL) based in Trinidad and Tobago, NGC would be positioned to expand its trading business in international markets. IGP Methanol is in the final stages of developing its first world-scale blue methanol plant in Louisiana. The plant, which is scheduled to be commissioned in 2026, will produce ultra low-carbon methanol utilising the Haldor Topsoe Blue Methanol™ technology. This system generates heat from hydrogen, thereby reducing carbon dioxide emissions. There is an additional potential benefit to be derived from the process, as carbon dioxide

emitted during methanol production can be captured and either sequestered or re-used to produce green hydrogen.

NGC subsidiary, National Energy Corporation of Trinidad and Tobago Limited (National Energy) continues to evaluate the opportunity to invest in the utility-scale solar PV projects currently under development by Lightsource bp, bpTT and Shell Trinidad and Tobago Limited. This would represent The NGC Group's largest equity investment in renewable energy technology should it materialise. National Energy also signed a Memorandum of Understanding (MOU) with Methanex Trinidad Limited to conduct a feasibility study to determine the potential for use of methanol as a fuel for marine transportation in the region and vehicular transportation in Trinidad and Tobago. If deemed viable, this initiative would see the replacement of diesel with methanol, to satisfy the international requirement for low-sulphur fuel for marine vessels while reducing carbon emissions.

Another Green Agenda milestone was achieved in September 2021 with the signing of an MOU between NGC and its subsidiaries – NGC CNG and National Energy – and The Trinidad and Tobago Solid

Waste Management Company Limited. The MOU will explore opportunities to capture and commercialise landfill gas for the provision of carbon-negative, renewable compressed natural gas and other uses. NGC's membership in the global Oil and Gas Methane Partnership (OGMP) was finalised in 2021, making NGC the first state company to join the voluntary organisation for methane monitoring, reporting and mitigation. NGC is working towards producing its first OGMP report in the first half of 2022.

NGC has emerged as a leader in the green revolution, advocating through our numerous business partnerships and associations, for the creation of a greener Point Lisas Industrial Estate – Point Lisas 2.0. We recognise that the energy transition will not happen overnight. Nevertheless, NGC is making the necessary changes and positioning itself now, pivoting towards a sustainable energy future.



**Mark Loquan**  
President



# Sustainability Reporting Practice

This is NGC's fifth consecutive sustainability report in which the company is disclosing information on its economic, environmental, social and governance performance for the period 1 January 2021 to 31 December 2021.

Our previous sustainability report was for the period 1 January 2020 to 31 December 2020. The complete financial performance of NGC and its subsidiary companies is published separately in a consolidated annual report. Both reports can be accessed electronically on the company's website: **[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 be conducted in one geographic location and the information presented reflects primarily the operations of The National Gas Company of Trinidad and Tobago Limited and not our subsidiary companies.

Where initiatives/activities involve NGC's subsidiaries, this is indicated. Where the terms 'The NGC Group' or 'The Group' are used, these refer to NGC and one or more of its subsidiaries – National Energy Corporation of Trinidad and Tobago Limited (National Energy), and NGC CNG Company Limited (NGC CNG). The legal structure of The NGC Group of Companies is presented on page 19 of this publication.

This report has not been assured by an external assurance agency.



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



# Global Reporting Initiative (GRI) Content Index

## Statement of use

The National Gas Company of Trinidad and Tobago Limited (NGC) has reported the information cited in this GRI content index for the period 1 January 2021 to 31 December 2021 with reference to the GRI Standards.

**GRI 1 used** | **GRI 1: Foundation 2021**

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organisational details	16
	2-2 Entities included in the organisation's sustainability reporting	8
	2-3 Reporting period, frequency and contact point	8
	2-4 Restatements of information	Not Applicable
	2-5 External assurance	8
	2-6 Activities, value chain and other business relationships	20
	2-7 Employees	95-99
	2-8 Workers who are not employees	95-99
	2-9 Governance structure and composition	91
	2-10 Nomination and selection of the highest governance body	90
	2-11 Chair of the highest governance body	90
	2-12 Role of the highest governance body in overseeing the management of impacts	90
	2-13 Delegation of responsibility for managing impacts	92
	2-14 Role of the highest governance body in sustainability reporting	90
	2-15 Conflicts of interest	92-93



## Global Reporting Initiative (GRI) Content Index (continued)

GRI STANDARD	DISCLOSURE	LOCATION
	2-16 Communication of critical concerns	93
	2-17 Collective knowledge of the highest governance body	90
	2-18 Evaluation of the performance of the highest governance body	92
	2-19 Remuneration policies	92
	2-20 Process to determine remuneration	92
	2-21 Annual total compensation ratio	92
	2-22 Statement on sustainable development strategy	4-8
	2-23 Policy commitments	6
	2-24 Embedding policy commitments	4-8
	2-25 Processes to remediate negative impacts	23, 73, 93
	2-26 Mechanisms for seeking advice and raising concerns	23, 73, 93
	2-27 Compliance with laws and regulations	89-93
	2-28 Membership associations	22
	2-29 Approach to stakeholder engagement	23
	2-30 Collective bargaining agreements	95
GRI 3: Material Topics 2021	3-1 Process to determine material topics	33
	3-2 List of material topics	34
	3-3 Management of material topics	36, 41, 49, 65, 73, 84, 89, 95



## Global Reporting Initiative (GRI) Content Index (continued)

GRI STANDARD	DISCLOSURE	GRI 11: OIL AND GAS SECTOR STANDARD REFERENCE #	LOCATION
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	11.14.2	Audited financial statements available at <a href="http://www.ngc.co.tt">www.ngc.co.tt</a>
	201-2 Financial implications and other risks and opportunities due to climate change	11.2.2	36
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	11.14.4	37
	203-2 Significant indirect economic impacts	11.14.5	36
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	11.14.6	37
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	11.20.2	90
	205-2 Communication and training about anti-corruption policies and procedures	11.20.3	90
	205-3 Confirmed incidents of corruption and actions taken	11.20.4	92
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	11.1.1	87
	302-2 Energy consumption outside of the organisation	11.1.2	87
	302-3 Energy intensity	11.1.3	87
	302-4 Reduction of energy consumption	11.1.3	87
	302-5 Reductions in energy requirements of products and services		Not Applicable

## Global Reporting Initiative (GRI) Content Index (continued)

GRI STANDARD	DISCLOSURE	GRI 11: OIL AND GAS SECTOR STANDARD REFERENCE #	LOCATION
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	11.1.5	86
	305-2 Energy indirect (Scope 2) GHG emissions	11.1.6	86
	305-3 Other indirect (Scope 3) GHG emissions	11.1.7	86
	305-4 GHG emissions intensity	11.1.8	86
	305-5 Reduction of GHG emissions	11.2.3	86
	305-6 Emissions of ozone-depleting substances (ODS)		Not Applicable
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions		85
GRI 306: Effluents and Waste 2016	306-3 Significant Spills	11.8.2	Not Applicable
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	11.10.2	97
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	11.10.3	98
	401-3 Parental leave	11.10.4	98
GRI 402: Labour/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	11.10.5	95



## Global Reporting Initiative (GRI) Content Index (continued)

GRI STANDARD	DISCLOSURE	GRI 11: OIL AND GAS SECTOR STANDARD REFERENCE #	LOCATION
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	11.9.2	49
	403-2 Hazard identification, risk assessment, and incident investigation	11.9.3	54-57
	403-3 Occupational health services	11.9.4	61
	403-4 Worker participation, consultation, and communication on occupational health and safety	11.9.5	50-51
	403-5 Worker training on occupational health and safety	11.9.6	51-53
	403-6 Promotion of worker health	11.9.7	95
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	11.9.8	61
	403-8 Workers covered by an occupational health and safety management system	11.9.9	49
	403-9 Work-related injuries	11.9.10	63
	403-10 Work-related ill health	11.9.11	63
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	11.10.6	99
	404-2 Programme for upgrading employee skills and transition assistance programmes	11.10.7	99
	404-3 Percentage of employees receiving regular performance and career development reviews		95

## Global Reporting Initiative (GRI) Content Index (continued)

GRI STANDARD	DISCLOSURE	GRI 11: OIL AND GAS SECTOR STANDARD REFERENCE #	LOCATION
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	11.15.2	73-77
	413-2 Operations with significant actual and potential negative impacts on local communities	11.15.3	74-75
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	11.10.7	36
	414-2 Negative social impacts in the supply chain and actions taken	11.10.9	36





## About NGC

The National Gas Company of Trinidad and Tobago Limited (NGC) and its subsidiaries are an integrated group of energy companies operating in Trinidad and Tobago's energy sector, and with a growing presence in other jurisdictions. A profitable and high-performing state enterprise, parent company, NGC plays a pivotal role in Trinidad and Tobago's gas-based energy sector and is strategically positioned along the entire natural gas value chain. Through its people, investments, strategic partnerships and pioneering gas pricing model, NGC has secured the profitability of the local gas-based energy sector and catalysed the social and economic development of Trinidad and Tobago for four and a half decades.

With a strong history, financials, asset base and human capital, as well as a determination to respond to the imperatives of a greener global energy landscape, NGC and its subsidiaries represent ideal business partners to guide emerging energy territories through their process of development.

Incorporated in August 1975 by the Government of the Republic of Trinidad and Tobago (GORTT) as a 100% state-owned energy company, NGC has evolved into a highly reputable and profitable organisation

with a wide-ranging portfolio of energy and non-energy assets. From the 1990s, the diversification of the energy industry to natural gas-based development led Trinidad and Tobago to the forefront of the world energy industry.

NGC's business model for optimising natural gas resources for long-term industrial development, prosperity, resilience, and sustainability (The Trinidad Gas Model of Development) has been so successful that it is attracting interest from other emerging gas economies. NGC is now driving global alliances and international cooperation as economies seek support from established energy players to transition to cleaner hydrocarbon fuels and renewables.

NGC is an investment-grade rated entity. Even though its international credit rating is capped and highly correlated with the sovereign rating, The Group has a strong balance sheet, world-class technical expertise and assets, and demonstrable experience in leveraging local talent to create exceptional value for country using national energy resources. This makes NGC and its subsidiaries attractive business partners, even beyond the investment-grade rating.

The NGC Group is a diversified global conglomerate of over 30 companies that support its mission to create exceptional value from natural gas and related energy businesses through its people and strategic partnerships. NGC's core business is the aggregation, purchase, sale, transportation, and distribution of natural gas in Trinidad and Tobago.

Other areas of business include non-operated joint venture (NOJV) oil production; marketing and trading of energy commodities; portfolio investments; technical services; engineering; procurement and construction services and activities in the sustainable energy space, including renewable energy and energy efficiency projects and investments.

NGC owns, maintains, and operates most of Trinidad and Tobago's gas pipeline network of approximately 1,000 km, both offshore and onshore. The capacity of the network is 4.4 billion standard cubic feet per day (Bcf/d), supplying power generation, world-scale petrochemical plants, and a wide range of non-petrochemical light manufacturing, industrial and commercial enterprises.



## NGC's main subsidiaries are:



Consistently profitable, The Group is a significant contributor to the national treasury of Trinidad and Tobago through the payment of dividends and taxes to its shareholder.

Through its subsidiaries, NGC is involved in the conceptualisation, promotion, facilitation and development of new natural gas-based projects, construction and operation of

industrial estates and supporting marine infrastructure, operation of marine vessels, provision, and expansion of CNG supply to existing and new fuel service stations nationwide.

Through its investments, subsidiaries and associated companies, NGC is also involved in other activities in the energy sector, from the production and marketing

of Liquefied Natural Gas (LNG) to upstream gas and oil exploration and production. These investments and shareholdings have enabled NGC to develop its LNG marketing and trading business.

The company is now well-positioned to provide an end-to-end solution to emerging energy provinces for the supply, regasification, and distribution of natural gas to end customers.



## **VISION STATEMENT**

To be a recognised global leader in the development of sustainable energy-related businesses

## **MISSION STATEMENT**

To create exceptional value from natural gas and related energy businesses through our people and strategic partnerships

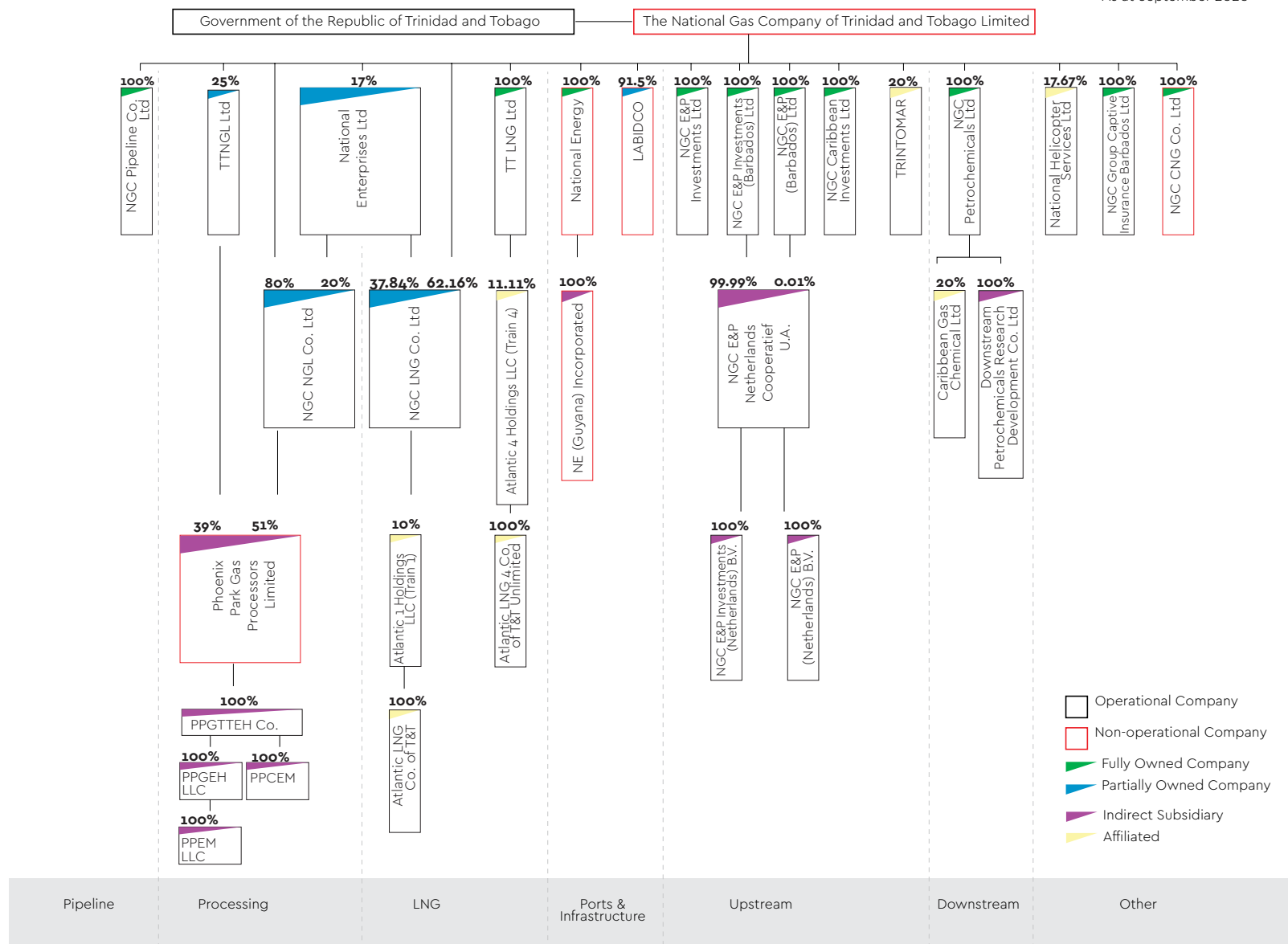
## **CORE VALUES**

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

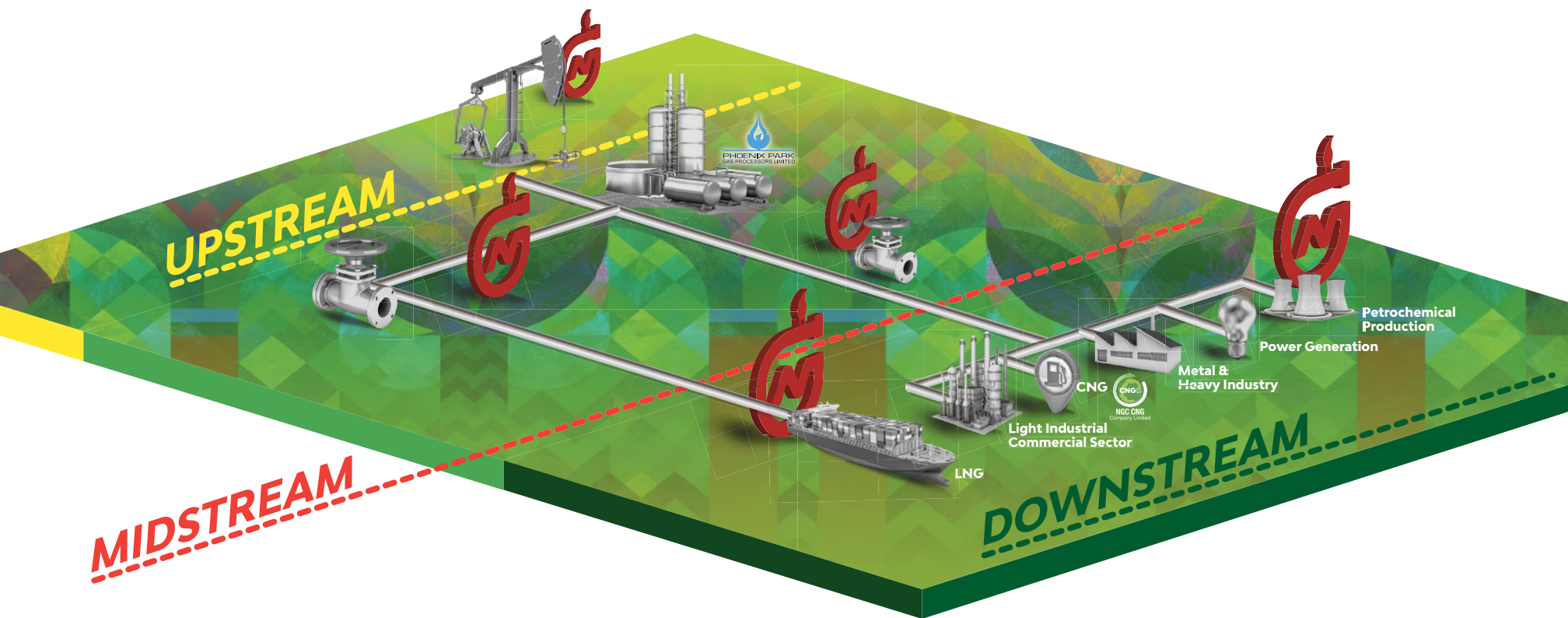


# The NGC Group of Companies Legal Structure

As at September 2020



# Trinidad and Tobago's Natural Gas Value Chain









## Credit Rating (as at 31 December 2021)



**BBB-/NEGATIVE**



**BA2/STABLE**



**CARIAA/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 (AMCHAM)
- Association of Upstream Operators of Trinidad and Tobago (AUOTT)
- Centre for Chemical Process Safety (CCPS)
- Couva/Point Lisas Chamber of Commerce
- Employer's Consultative Association (ECA)
- Energy Chamber of Trinidad and Tobago
- GPA Midstream Association
- International Gas Union (IGU)
- Point Lisas Energy Association (PLEA)
- Trinidad and Tobago Chamber of Industry and Commerce (TTCIC)
- Trinidad and Tobago Manufacturers' Association (TTMA)
- Trinidad and Tobago Upstream Operators Group (TTUOG)

#### External Initiatives:

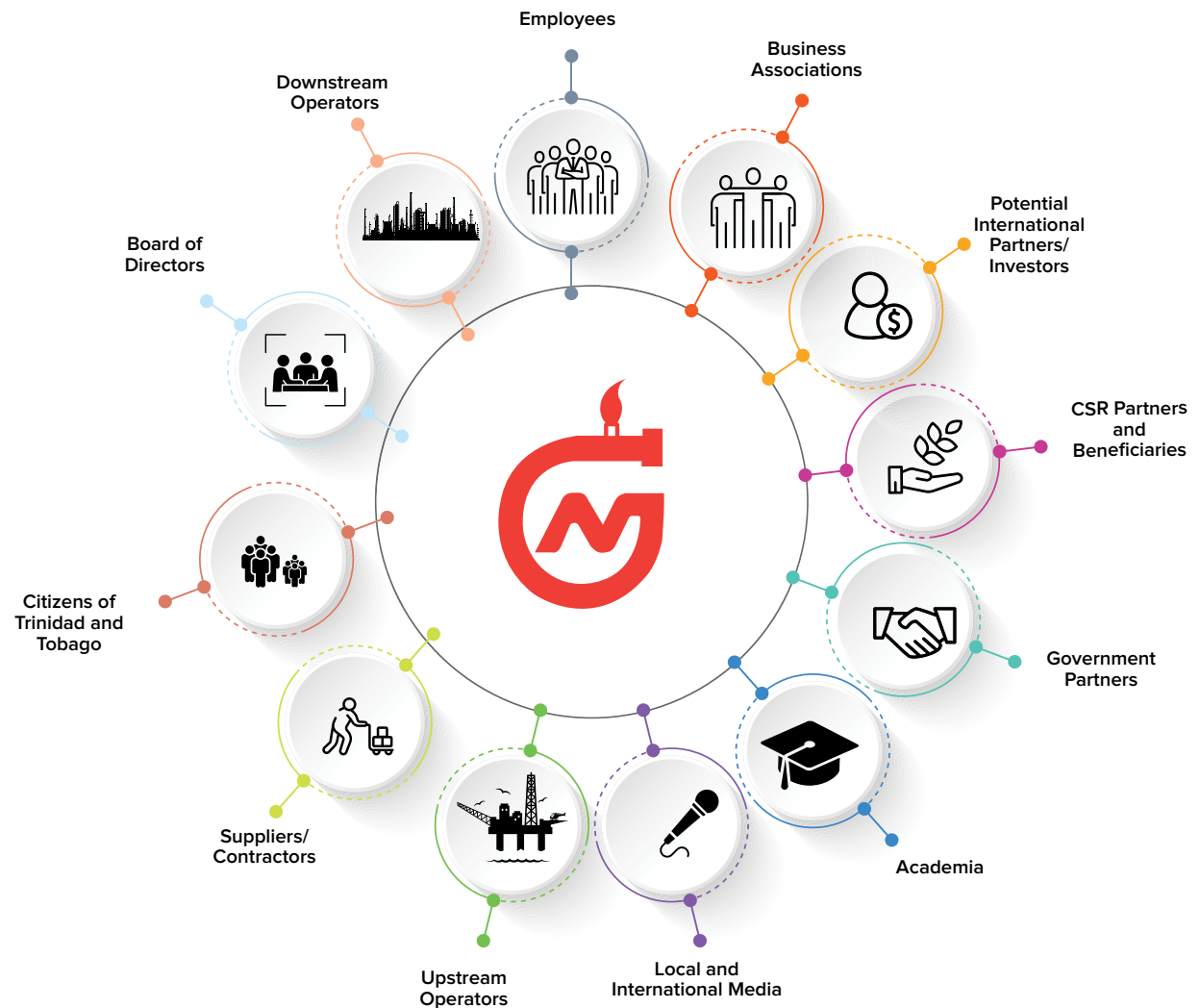
- Cabinet-Appointed Carbon Capture and Carbon Dioxide (CO<sub>2</sub>) Enhanced Oil Recovery Steering Committee
- Cabinet-Appointed Committee for the Development of a National Energy Conservation and Energy Efficiency Action Plan for Trinidad and Tobago
- Energy Sector Security Initiative (ESSI)
- Global Reporting Initiative (GRI)
- Ministry of Energy and Energy Industries Permanent Local Content Committee (PLCC)
- National Council for Sustainable Development in Trinidad and Tobago
- Safe to Work (STOW)
- Southeast and Southwest Security Councils
- Trinidad and Tobago Emergency Mutual Aid Scheme (TTEMAS)
- Trinidad and Tobago Extractive Industries Transparency Initiative (TTEITI)

# Stakeholder Engagement

NGC considers and engages with its stakeholders in its operations, as we understand that stakeholders can have an impact on or be impacted by our business. By engaging with stakeholders on a regular basis, the company keeps informed on matters that stakeholders deem important as well as developments that have the potential to impact the organisation and its stakeholders. NGC's management of stakeholder engagement is built on the principles of:

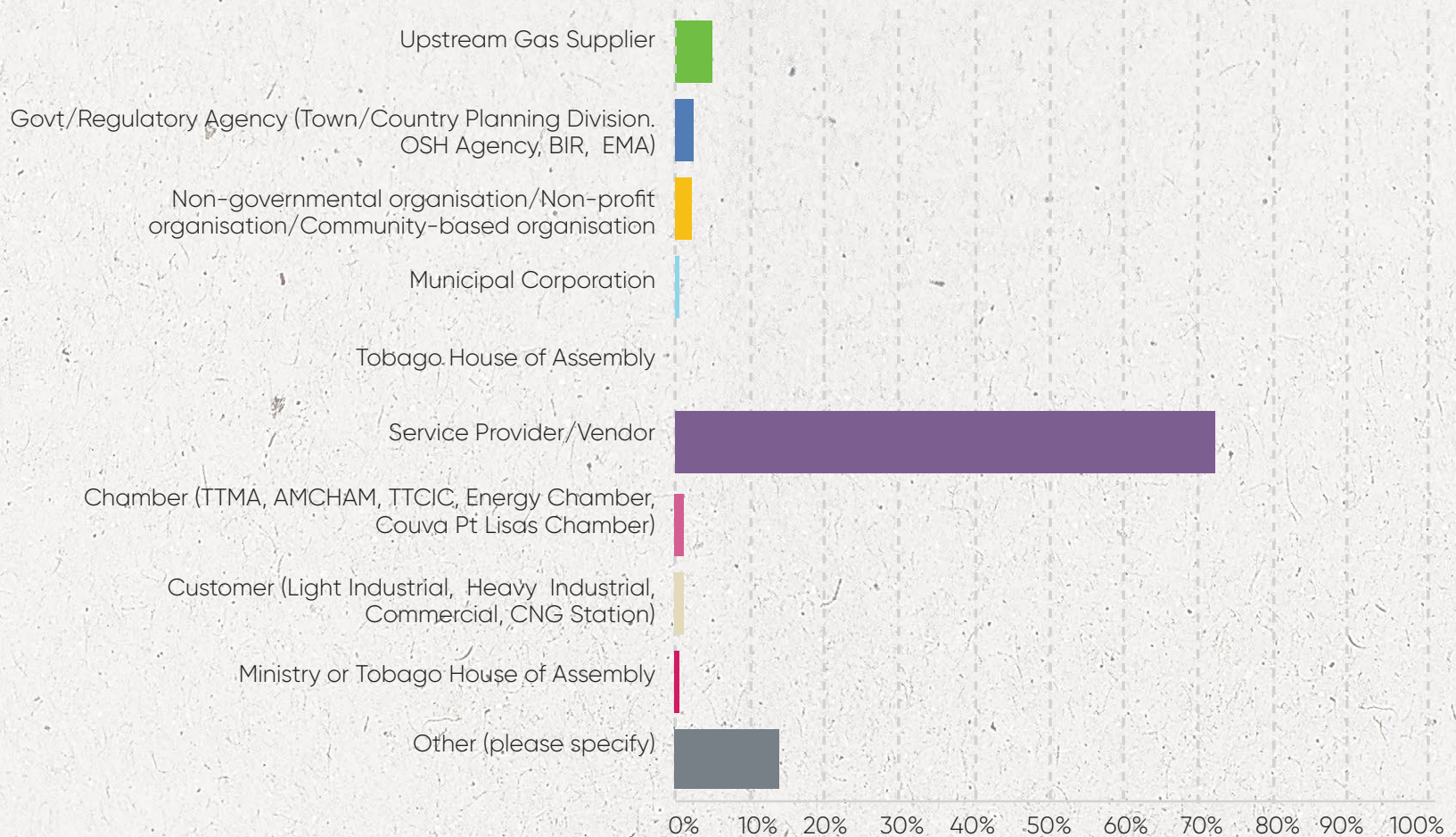
- **Inclusivity** – stakeholders participate in developing and achieving strategic sustainability measures for which both the company and its stakeholders accept accountability
- **Materiality** – issues that are significant to the company and its stakeholders, that will influence their decisions, actions and performance
- **Responsiveness** – NGC endeavours to be responsive to stakeholder issues, especially those related to sustainability

## NGC'S MAJOR STAKEHOLDER GROUPS



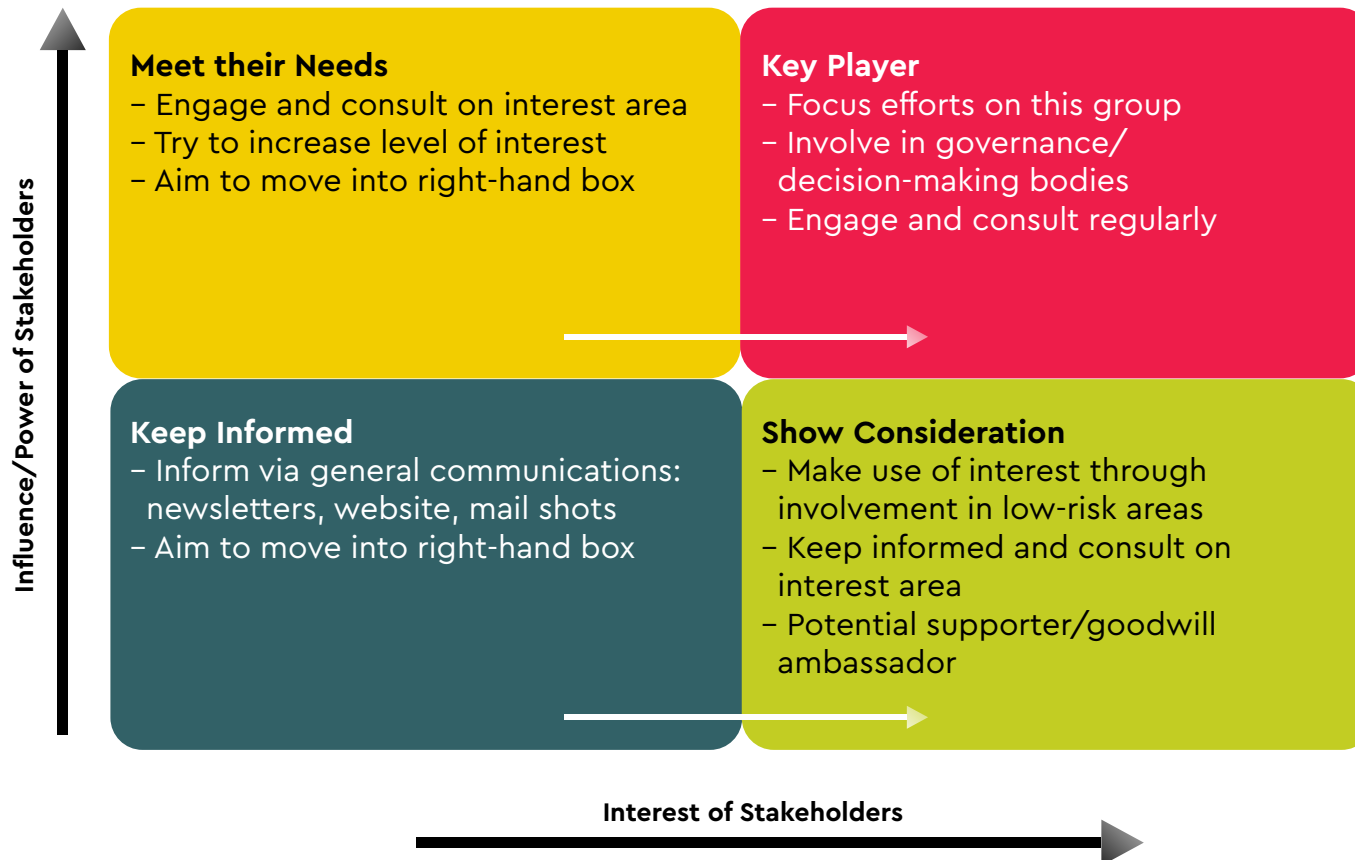
## Stakeholder Engagement (continued)

THE 2021 SURVEY RESPONDENTS CAME FROM THESE STAKEHOLDER GROUPS





## Stakeholder Engagement (continued)



NGC develops programmes for managing its relationships with its stakeholders' based on the company's assessment of

the stakeholders' relative influence on and interest in, the company's operations. Internal and external stakeholders are

grouped according to the matrix and plans are subsequently developed to guide the company's interactions with stakeholders.

## Stakeholder Engagement (continued)

In 2021, internal stakeholder engagement programmes were focused on building awareness about the Green Agenda, which is an integral facet of the company's energy transition strategy. During the Energy Transition Week themed, *Building Our Future*, presentations and discussions on cutting edge developments related to energy transition were led by NGC employees as well as external subject matter experts. Topics included the shift towards electric vehicles (EVs), careers in the energy transition, solar PV installations at home, and sustainable building design. As physical employee events were not possible, a series of virtual employee engagement events was delivered, which included virtual tours of places of interest around the country, observances of national festivals, and the launch of a bursary programme for employees' children entering secondary school.

OVERALL, **93%** OF  
MILESTONES RELATED  
TO THE INTERNAL  
ENGAGEMENT PLANS  
WERE ACHIEVED

The 2021 external stakeholder engagement plans focused on educating key stakeholders on the Green Agenda – government officials and regional media practitioners.

A media campaign was implemented to inform the public, contractors, regional corporations, utilities, and business associations about the importance of contacting NGC before conducting works near buried natural gas pipelines, which are clearly marked. The Ground Disturbance campaign comprised press ads and videos that outlined the potential hazards related to escape of natural gas and urged stakeholders to inform NGC in writing before embarking on any excavation, agricultural or other ground disturbance works in the vicinity of natural gas lines.

A Vendor Forum was hosted by The NGC Group under the theme, *Green Agenda, Sustainability, Building Local Content*. The 963 suppliers and contractors that attended the virtual event, discussed topics such as sustainability, future of work, and integrating environmental sustainability into the HSSE prequalification and supplier management process. Vendors were keen to hear about The NGC Group's upcoming projects, as well as the prequalification process as outlined by the Office of Procurement Regulation.

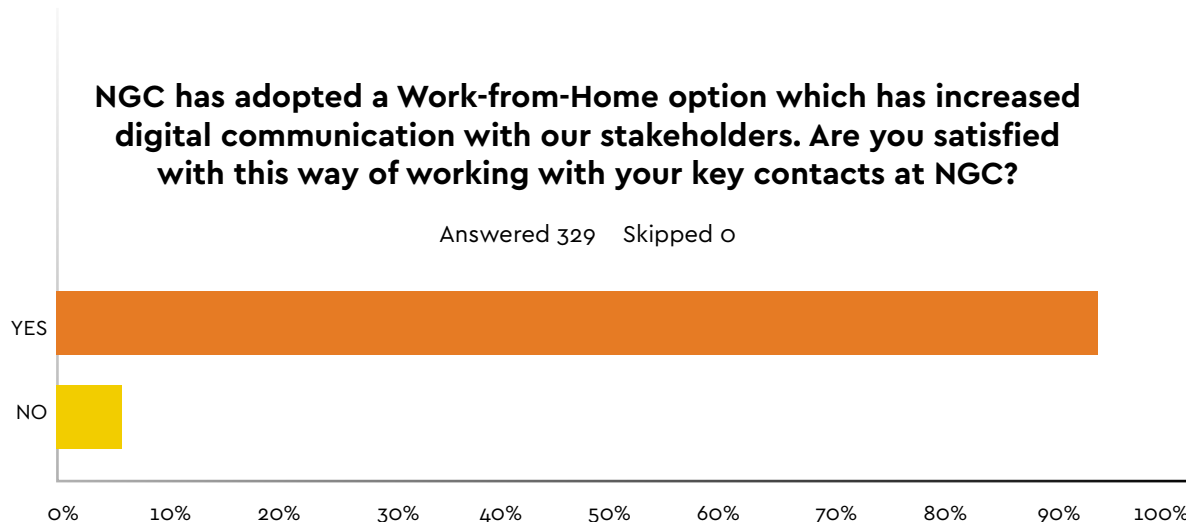
OVERALL, **79%** OF  
MILESTONES RELATED  
TO EXTERNAL  
STAKEHOLDER  
ENGAGEMENT PLANS  
WERE ACHIEVED

# Stakeholder Engagement (continued)

## 2021 STAKEHOLDER SURVEY

A stakeholder survey was conducted in 2021 to obtain feedback from stakeholders on the company's interactions with them and identify areas for improvement.

The annual survey was not conducted in 2020 due to the pandemic. Some of the survey results are shown in the tables.



THERE WAS A **15%** INCREASE IN THE RESPONSE RATE IN 2021 OVER 2019

	2021	2019
No. of surveys issued	691	545
No. of responses received	329	175
Response Rate	48%	32%



OVER **90%** OF RESPONDENTS INDICATED THAT THEY WERE SATISFIED WITH NGC'S ADOPTION OF WORK-FROM-HOME



**94%** OF RESPONDENTS IDENTIFIED THE NEED FOR FOLLOW-UP PHONE CALLS TO SUPPORT DIGITAL COMMUNICATIONS



## Stakeholder Engagement (continued)

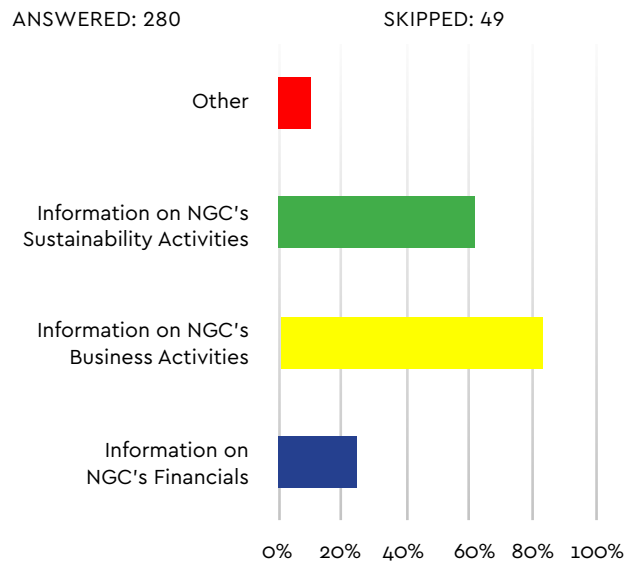
Respondents were asked to rate their interactions with the company as 'Poor', 'Good', or 'Excellent'. An average of 61% of respondents rated their interactions as 'Good' across six criteria – reliability, consistency, technical competence, professionalism, availability, and timeliness of feedback. The average percentage of respondents rating their interactions as 'Excellent' was approximately 36%.

These results suggest that steps should be taken to improve customer interactions to progress customers' experiences from 'Good' to 'Excellent'.

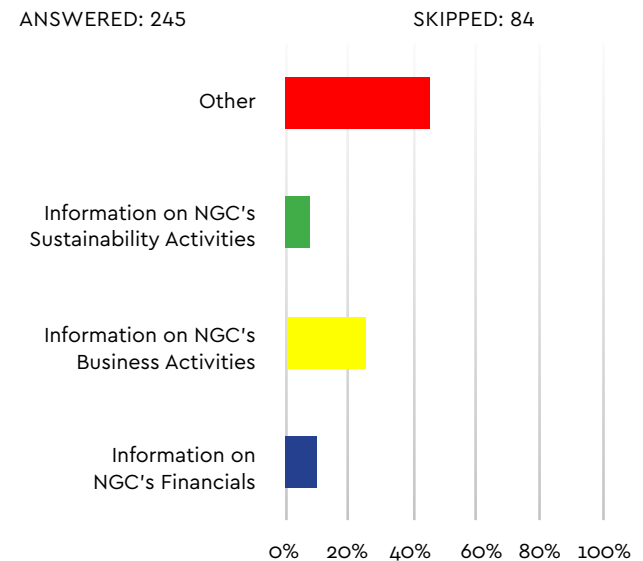
	POOR	GOOD	EXCELLENT	TOTAL
<b>RELIABILITY</b>	3.19% 10	59.42% 186	37.38% 117	313
<b>CONSISTENCY</b>	4.79% 15	60.70% 190	34.50% 108	313
<b>TECHNICAL COMPETENCE</b>	0.64% 2	65.50% 205	33.87% 106	313
<b>PROFESSIONALISM</b>	0.32% 1	50.48% 158	49.20% 154	313
<b>AVAILABILITY</b>	4.79% 15	63.26% 198	31.95% 100	313
<b>TIMELINESS OF FEEDBACK</b>	6.07% 19	65.81% 206	28.12% 88	313

## Stakeholder Engagement (continued)

### Respondents indicated the types of information they would like to receive from the company



### Respondents indicated their familiarity with NGC's Sustainability Report

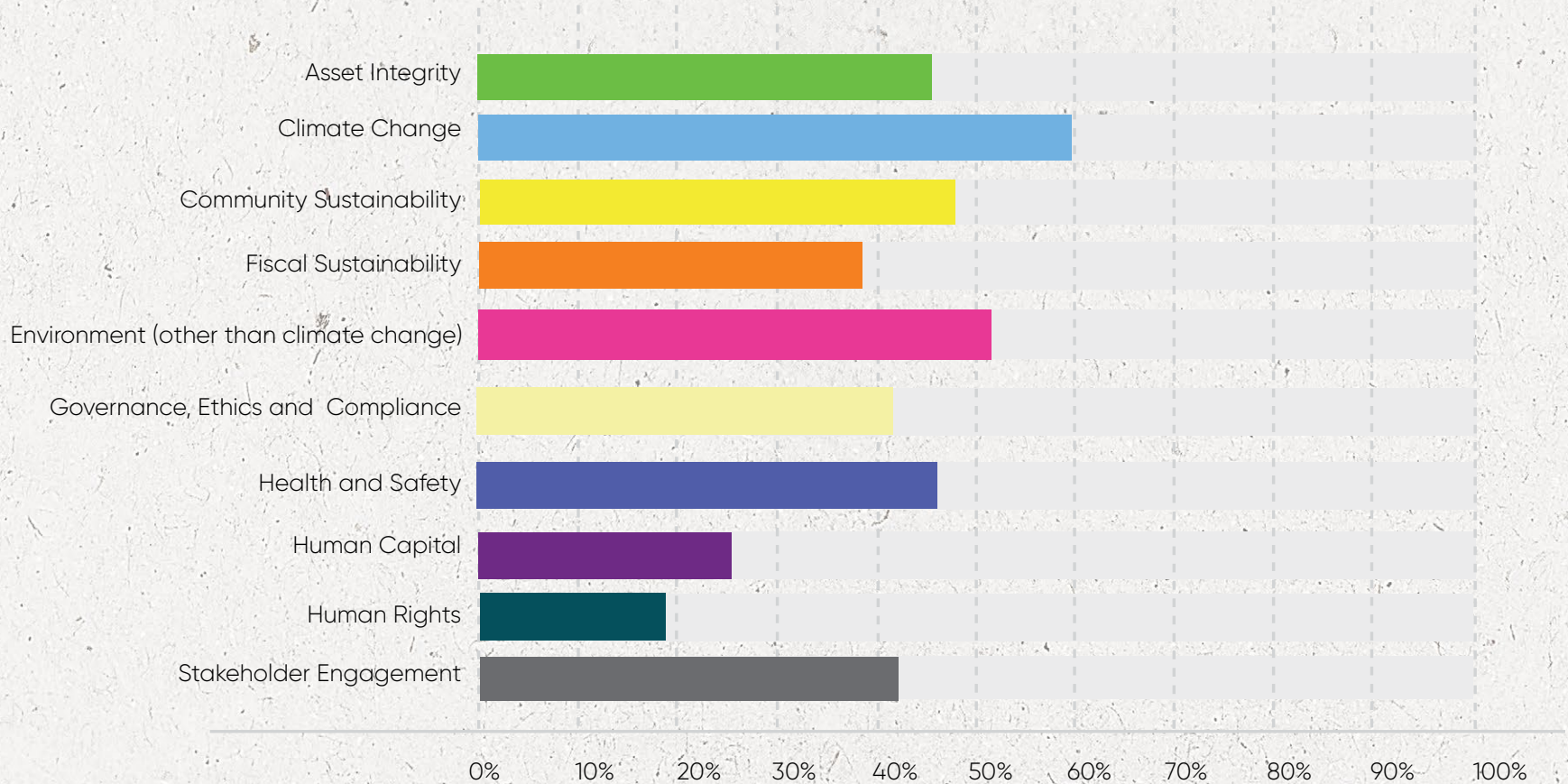


While over **60%** of respondents indicated that they would like to receive information on the company's sustainability activities, **48%** indicated that they had never seen the report.

## Stakeholder Engagement (continued)

From the survey, the aspects of NGC's sustainability performance people are most interested in hearing about, are Climate Change, the Environment, Health and Safety, and Community Sustainability. In response to the survey, stakeholders' areas of interest have been included in the 2021 report.

### Aspects of Sustainability Performance on which stakeholders want NGC to report





# Materiality

The starting point for NGC's assessment of the material topics for its 2021 Sustainability Report was an examination of the nature of the company's business operations. NGC owns and operates an extensive pipeline network that traverses the country, transporting natural gas, which consists primarily of methane – a greenhouse gas more potent than carbon dioxide.

The NGC Group operates in the upstream, midstream, and downstream segments of the natural gas value chain. The company was therefore guided by GRI 11: Oil and Gas Sector 2021 in determining its material topics – aspects of the business that reflect the organisation's most significant impacts on the economy, environment, and people, including impacts on human rights. Internal and external stakeholders were engaged in the process of identifying and selecting material topics for this report.

Internally, consultations were held with members of the company's executive leadership. Additionally, a survey conducted among randomly selected employees who were asked to select the likely material topics that they think are most important for the company to manage and report on. Both groups ranked these topics in order of importance and potential impacts of the company's operations on its stakeholders.

In addition to the internal consultation, focus groups were conducted by an independent consultant at two locations – north and south Trinidad.

The participants were provided with an overview of the company's context and the purpose of sustainability reporting. The groups also reviewed the likely material topics identified in GRI 11: Oil and Gas Sector 2021.

The participants were engaged in open discussions about the company's actual and potential impacts on the economy, the environment, and people and all suggested topics were recorded. Similar topics were then grouped and ranked by participants in order of impact.

The feedback from all three stakeholder groups was normalised and plotted in the matrix. The top ranked material topics in terms of impact and importance were reviewed and approved by the executive leadership prior to being selected for this report.

## PARTICIPANTS REPRESENTED



# Material Topics Included in This Report



ECONOMIC IMPACTS



ASSET INTEGRITY AND CRITICAL  
INCIDENT MANAGEMENT



OCCUPATIONAL HEALTH  
AND SAFETY



CLIMATE CHANGE, ADAPTATION  
AND RESILIENCE



LOCAL COMMUNITIES



GHG EMISSIONS

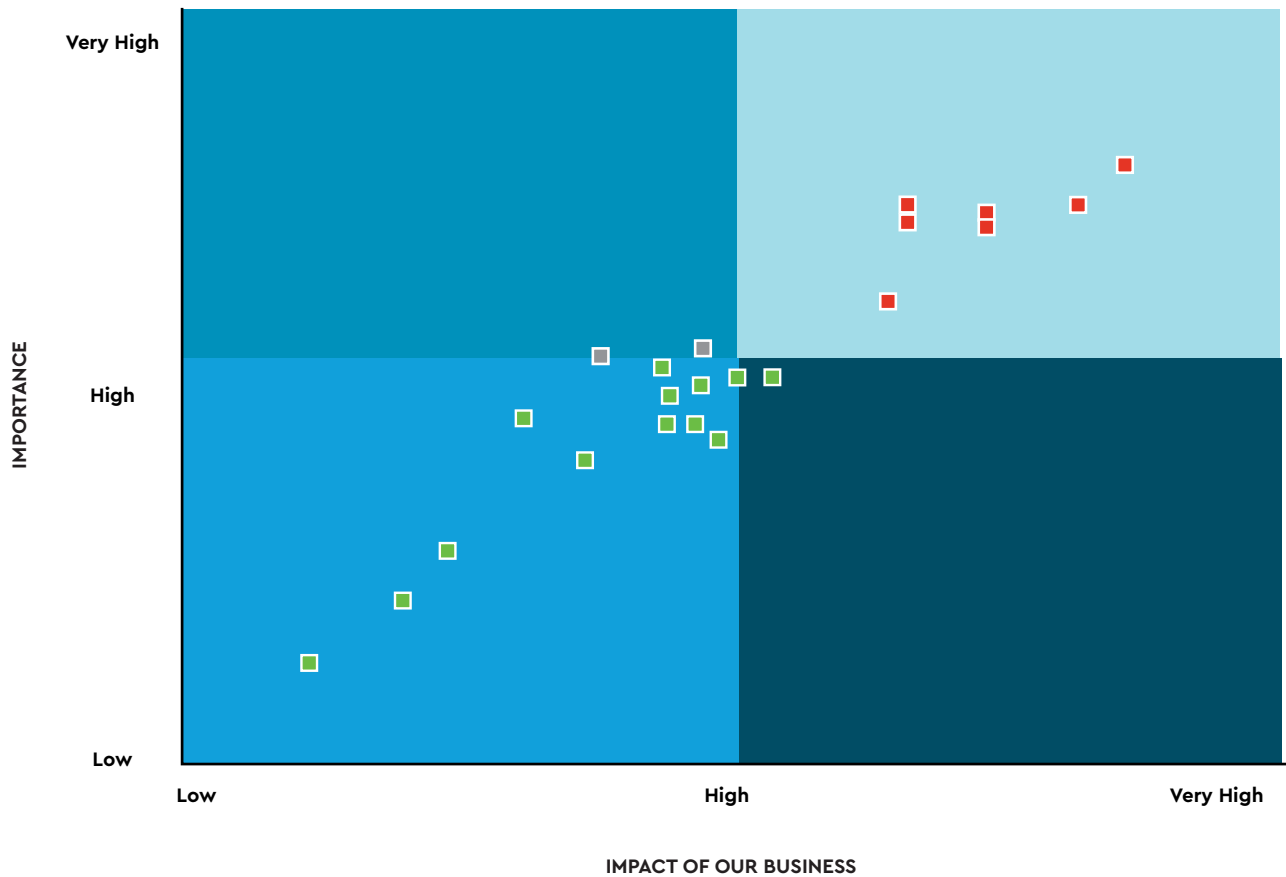


CORPORATE GOVERNANCE,  
COMPLIANCE AND  
ANTI-CORRUPTION



EMPLOYMENT PRACTICES

# NGC's Material Topics – 2021



- |   |  |                           |  |
|---|--|---------------------------|--|
| ■ Rights of Indigenous Peoples                      | ■ Waste                                  | ■ Water & Effluents       | ■ Anti-Corruption                                |
| ■ Forced Labour, Modern Slavery, and Migrant Labour | ■ Public Policy                          | ■ Payments to Governments | ■ Local Communities                              |
| ■ Freedom of Association and Collective Bargaining  | ■ Anti-competitive Behaviour             |                           | ■ GHG Emissions                                  |
| ■ Biodiversity                                      | ■ Non-discrimination & Equal Opportunity |                           | ■ Occupational Health & Safety                   |
| ■ Closure & Rehabilitation                          | ■ Conflict & Security                    |                           | ■ Climate Adaptation, Resilience & Transition    |
| ■ Land & Resource Rights                            | ■ Employment Practices                   |                           | ■ Asset Integrity & Critical Incident Management |
|   | ■ Air Emissions                          |                           | ■ Economic Impacts                               |

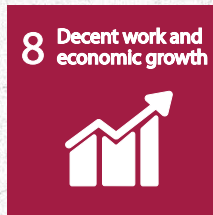


# Sustainability Priorities and Performance

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 outlined in Trinidad and Tobago's National Development Strategy, Vision 2030, and Sustainable Development Goals. In so doing, we know that every achievement we make as an organisation brings us closer to the vision of a better Trinidad and Tobago and a better world for generations to come.

Our Material Topics	Key Highlights 2021	Vision 2030 National Development Themes	SDG Alignment
Economic Impacts	<ul style="list-style-type: none"> <li>• 1,506 new OEM or converted CNG vehicles</li> <li>• 24% higher CNG sales</li> <li>• TT\$17.3 billion total revenue</li> <li>• 83% expenditure on local suppliers</li> <li>• TT\$329.55 million dividend paid to GORTT</li> </ul>	Building Globally Competitive Businesses	1, 8, 9, 10
Asset Integrity and Critical Incident Management	<ul style="list-style-type: none"> <li>• Zero Tier 1 events and one Tier 2 event recorded in 2021</li> </ul>	Improving Productivity through Quality Infrastructure and Transportation	11
Occupational Health & Safety	<ul style="list-style-type: none"> <li>• 1,764,202 man-hours worked</li> <li>• Zero company LTAs</li> </ul>	Putting People First: Nurturing Our Greatest Asset	3, 8
Climate Adaptation, Resilience and Transition	<ul style="list-style-type: none"> <li>• 27,481 tons of CO<sub>2</sub> equivalent sequestered above &amp; below ground from NGC's reforestation programme</li> </ul>	Placing the Environment at the Centre of Social and Economic Development	1, 7, 8, 9, 12, 13
Local Communities	<ul style="list-style-type: none"> <li>• 100% completion of community engagement requirements for operational projects</li> </ul>	Putting People First: Nurturing Our Greatest Asset	1, 3, 5, 6, 11, 16
Greenhouse Gas Emissions	<ul style="list-style-type: none"> <li>• Complete dataset for electricity obtained</li> </ul>	Placing the Environment at the Centre of Social and Economic Development	13, 14
Corporate Governance, Compliance and Anti-Corruption	<ul style="list-style-type: none"> <li>• Advanced work on NGC Business Practices and Ethics Policy/ Code of Conduct</li> </ul>	Delivering Good Governance and Service Excellence	12, 16
Employment Practices	<ul style="list-style-type: none"> <li>• 472 employees trained</li> <li>• 3.55% employee turnover, down 2.43% from 2020</li> </ul>	Putting People First: Nurturing Our Greatest Asset	1, 4, 5, 8, 10

# ECONOMIC IMPACTS



## Economic Impacts (continued)

NGC is one of the major revenue earning entities of its shareholder – the Government of the Republic of Trinidad and Tobago. The company is therefore positioned to impact the national economy based on its profitability. NGC contributes to government revenue through corporation and income taxes, as well as dividends paid to Corporation Sole. Government in turn, uses these payments to fund its fiscal programmes, including public infrastructure, as well as social goods and services. Recognising its significant role and responsibility to the nation, NGC has developed a strategic plan to allow the company to create economic value sustainably, on behalf of its shareholder.

### Sustainable Investing Initiative

The NGC Group's Green Agenda is a holistic approach that seeks to direct the entire organisation towards sustainability. NGC's Sustainable Investing Initiative was developed in 2021 as a means of incorporating green investments into the Green Agenda suite of programmes. As part of the initiative, NGC invested 3% or US\$6M (TT\$41M) of its international portfolio in BlackRock Global Funds (BGF) Sustainable Energy Fund in November 2021. The Fund invests at least 70% of its total assets in the equity

securities of sustainable energy companies globally. These companies are engaged in alternative and renewable energy technologies including alternative fuels, energy efficiency, clean transportation, and enabling infrastructure. Through the fund, NGC is investing indirectly in the low carbon transition. The company plans to seek out opportunities for direct investment in sustainability projects and organisations in the near future.

### Making an Impact along the Supply Chain

The Supply Chain Management (SCM) Division continued to build awareness among the company's vendors through vendor forums hosted in 2021. The first forum was held in June with a focus on Health, Safety, Security and Environment (HSSE) under the theme, *Transforming to Deliver Value to Our Stakeholders*. The second forum, held in October, was themed *Green Agenda, Sustainability, Building Local Content*. During the sessions, information was shared on The NGC Group's new procurement procedures, which have been amended in alignment with the new Office of Procurement Regulation (OPR) regulations. The Group's Green Agenda along with local content has been added to the company's prequalification criteria.

Following the forums, questionnaires were issued to test vendors' readiness to incorporate the Green Agenda into their operations. In keeping with NGC's partnership with the Energy Chamber of Trinidad and Tobago for promotion of local content, questionnaires were issued to assess vendors' local content scores. HSSE practices were also assessed.

#### GREEN AGENDA

No. of Questionnaires Issued	1,016
Percentage of Responses Received	<1%

#### LOCAL CONTENT

No. of Questionnaires Issued	1,038
Percentage of Vendors Satisfying Criteria	11.46%

#### HSSE ASSESSMENTS

No. of Vendors Screened	210
Percentage of Vendors Qualified	44.76%





# Economic Impacts (continued)

The response rate and results of the questionnaires indicate that the company must increase its efforts to educate suppliers on the need for these criteria to be integrated into their business practices. Data on suppliers' Green Agenda initiatives and local content scores will be collected at the prequalification stage and used to help establish decision-making criteria during the tendering process.

## Investing in Local Suppliers

NGC defines local suppliers as companies incorporated under the Companies Act 1995 in Trinidad and Tobago and maintaining their physical operations in the country. As far as practicable, we utilise local suppliers that meet the prequalification requirements and capacity standards required for the job.

## Infrastructure Investments

The use of Compressed Natural Gas (CNG) as part of the transition to cleaner fuels continues to be the major focus of NGC subsidiary – NGC CNG. In 2021, NGC CNG, in partnership with the National Petroleum Marketing Company Limited (NP), opened its 11th public CNG service station. The station is conveniently located at the Couva/Preysal Interchange in central Trinidad, minutes away from the Point Lisas Industrial Estate. The station caters to vehicles travelling along the northbound and southbound lanes of the Sir Solomon Hochoy Highway, as well as Rivulet Road.

This commercial investment of TT\$8.9 million includes CNG compression, storage, and dispensing, as well as a solar PV system for lighting and charging infrastructure for electric vehicles. The largest public CNG station in the country to date, the Preysal station seeks to provide easily accessible filling and minimum wait times.

## Expenditure Distribution

### Local

2021	82.99%
2020	70.15%
2019	79.21%

### Foreign

2021	17.71%
2020	29.85%
2019	20.79%



# Economic Impacts (continued)



NGC CNG  
Company Limited

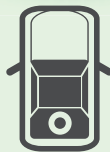
## CNG at a Glance



### Economic Impact

Solar PV installation,  
CNG fuel stations and  
other equipment

**TT\$8.9 million**



Additional CNG vehicles  
on the road in 2021  
(OEM and Converted)

**1,775** (sedan equivalents)

CNG litres of  
gasoline equivalent  
(lge) Sales for 2021

**16,841,457**



Highest Grossing Year for  
Sales Since Inception  
2021 **24%** higher than 2020

### Environmental Impact

Estimated CO<sub>2</sub> Savings  
**12,498 tonnes**  
for 2021



Cumulative CO<sub>2</sub> Savings  
2014-2021

**44,007 tonnes**

### Service Impact



No. of CNG  
Fuel Stations  
Opened in 2021  
**2** (Preysal and  
Munroe Road)



No. of CNG  
Compressors  
**18**



No. of CNG  
Dispensers  
**32**



CNG Storage  
Capacity  
**13,404 lge**



No. of Filling  
Spots  
**64**



# Economic Impacts (continued)

## Financial Performance

### NGC STANDALONE

	2021 TT\$'000	2020 TT\$'000	2019 TT\$'000
<b>NGC – Tax instalments – Cash Basis</b>			
Corporation Tax	11,989	–	395,076
Supplemental Petroleum Tax	28,341	51	51,526
Petroleum Profit Tax	61,134	15,218	40,888
Green Fund Levy	54,303	28,829	38,869
Business Levy	72,241	54,275	–
Dividends paid to the GORTT	329,552	109,930	192,941
<b>Natural Gas Supplied (MMscf/d)</b>			
Purchases	1,407	1,284	1,470
Sales	1,409	1,275	1,464





# ASSET INTEGRITY & CRITICAL INCIDENT MANAGEMENT



## Asset Integrity and Critical Incident Management (continued)

NGC's pipeline network has a capacity of 4.4 billion cubic feet of gas per day (bcf/d) and supplies all major industrial estates and other customers in Trinidad and Tobago. Asset Integrity Management (AIM) and Critical Incident Management are of paramount importance for maintaining safe and efficient operations that satisfy customer needs with minimum downtime. Since 2018, the company has been executing an integrated AIM framework that is closing the gaps identified in the AI audit conducted by Det Norske Veritas (DNV) Trinidad and Tobago Limited in 2017.

### AIM Advancements in 2021

In 2021, NGC's AIM system evolved from the stage of 'Score 1 – Developing' with most AIM framework elements advancing to the stage of 'Score 2 – Implementing'. Though challenges were posed by COVID-19, the focus on implementing systemic improvements was firmly evident within the elements of Information and Management Systems, Process Operations, Technical AI Programmes, as well as PSM and Risk Management. The 'Plan-Do-Check-Act' cycle of continuous improvement provided a consistent internal benchmarking process that was executed quarterly across The NGC Group, driving overall AIM performance improvements from both an 'Equipment' and 'System' standpoint.

### Asset Integrity Management Framework

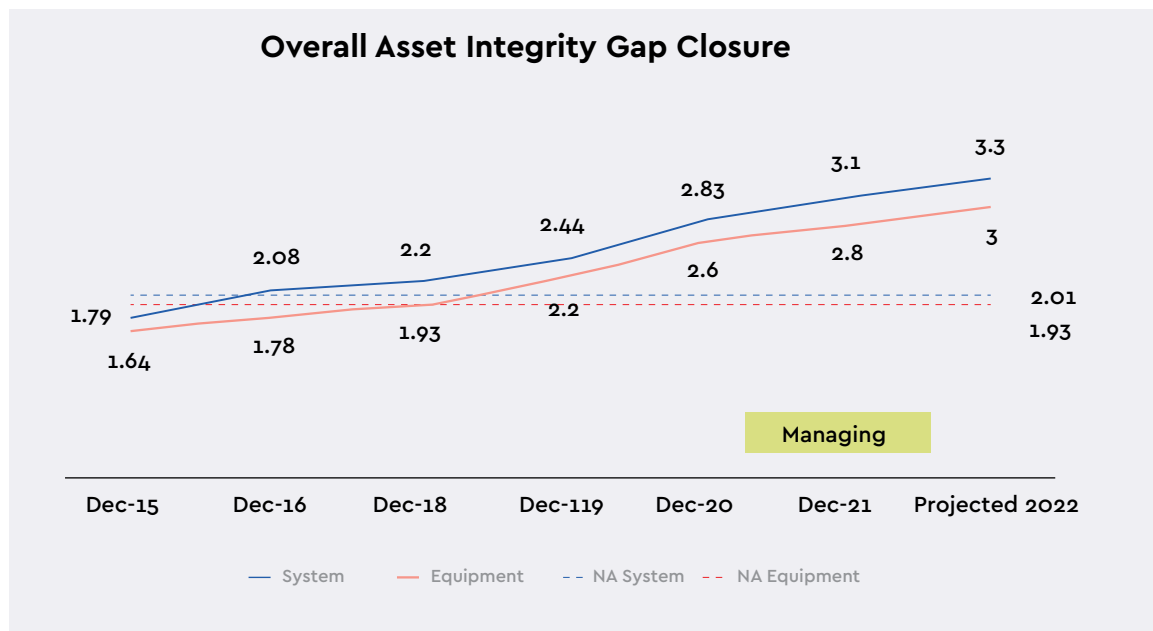


## Asset Integrity and Critical Incident Management (continued)

During the year, NGC implemented risk management programmes across its facilities, valve stations, regulator stations, pipeline networks and offshore platforms, with a focus on structural integrity, life cycle management and process safety. A life extension programme was developed for the company's offshore assets to extend the platform's life for an additional 30 years. Structural integrity programmes were also extended to land-based facilities and completed on the Phoenix Park Valve Station and Union Industrial Estate, with a focus on addressing structural risk. As part of the risk management process, the Process Knowledge Management System Project (PKMS) was executed to improve documentation management of all process safety information within The NGC Group.

In alignment with NGC's Green Agenda, the Leak Detection and Repair (LDAR) Programme was enhanced to support the measurement and reporting of GHG emissions, essential for the drive in reducing the overall carbon footprint of the company.

The AIM Excellence Leadership Group, a working committee comprising members from across The NGC Group, was formed in 2021. This committee stood out as an



example of the way in which synergies can be achieved across The NGC Group. Supported by The NGC Group executive leadership, the AIM Excellence Leadership Group is working to enhance the overall progress of AIM initiatives and drive the AIM culture across The NGC Group.

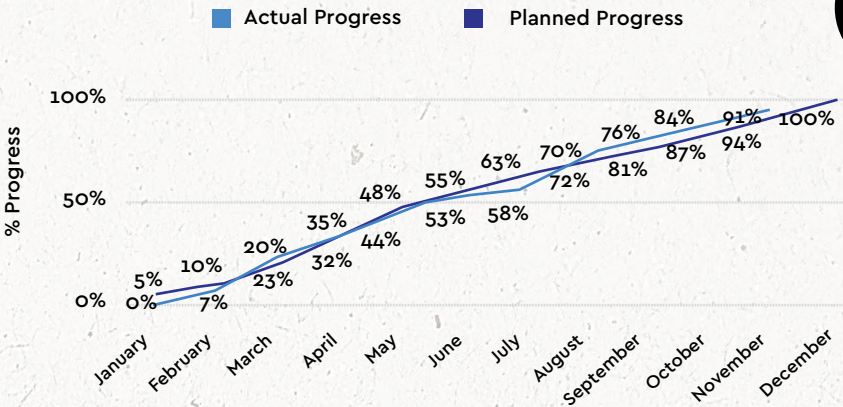
As a part of the international 5-year benchmarking, an audit exercise is planned

for 2022, to be conducted by DNV for all NGC Group companies. This will further serve to validate our progress within the AIM Framework against the ISO 55000 suite of Asset Management Standards. NGC's overall trend has shown a positive correlation to scores within system and equipment elements, above the national average scores. NGC's current overall progress stands at 49%, with 71% of the 2021 gap closure targets achieved last year.



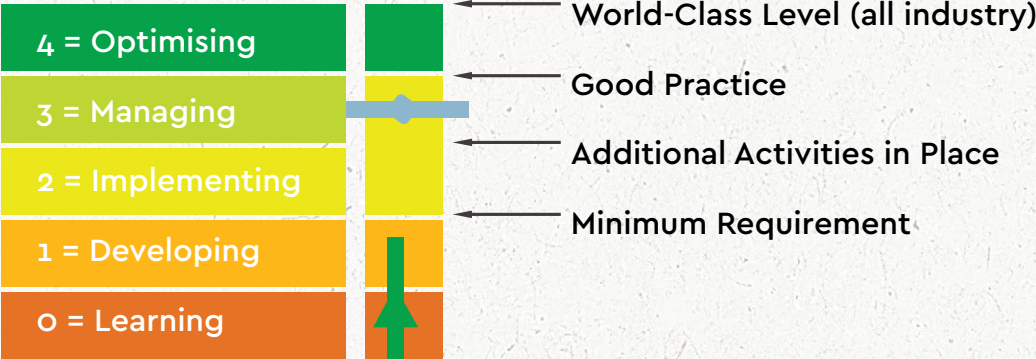
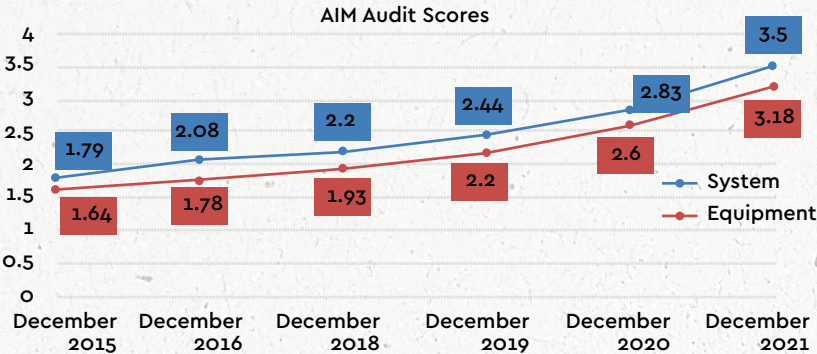
# Asset Integrity and Critical Incident Management (continued)

## 2021 Overall Progress



2021 GAP closure: 71%

2021 Projected Scores  
System: 3.1, Equipment 2.8



# Asset Integrity and Critical Incident Management (continued)

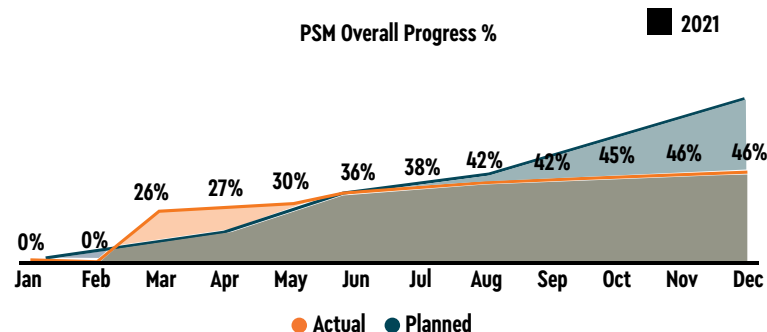
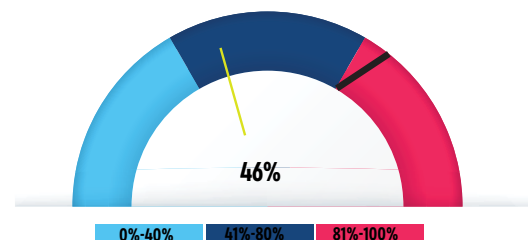
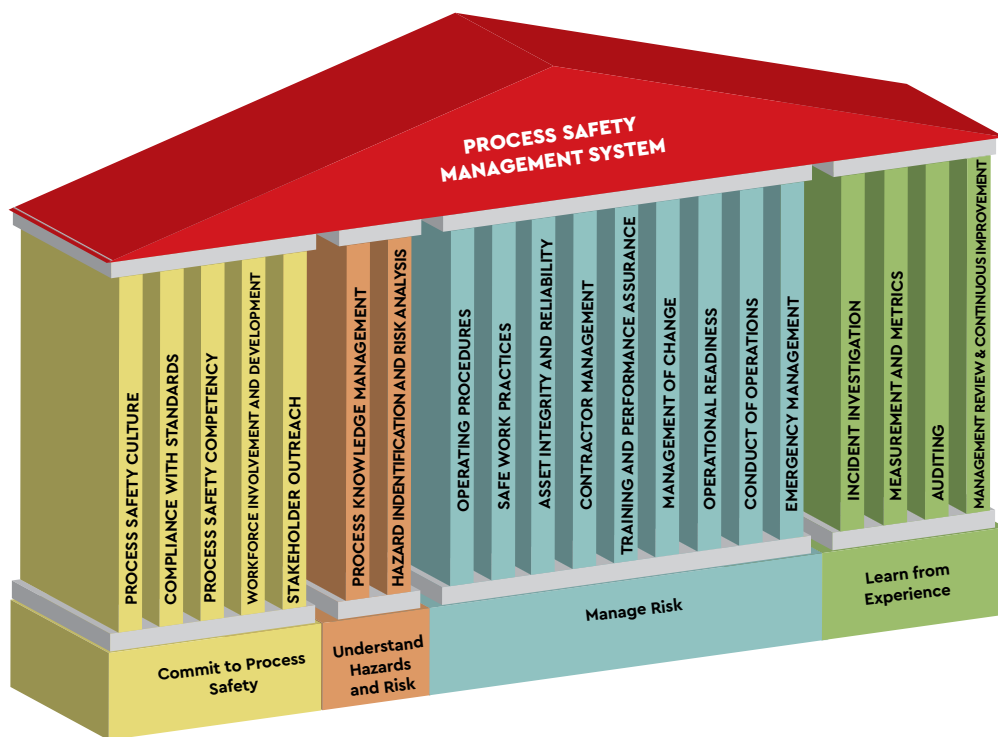
## Process Safety Management (PSM) System

PSM is one of the key principles to ensure the longevity of NGC's business. 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. An internal gap analysis

was conducted against these elements in August 2020, which directed a structured improvement plan for NGC that was initiated in 2021.

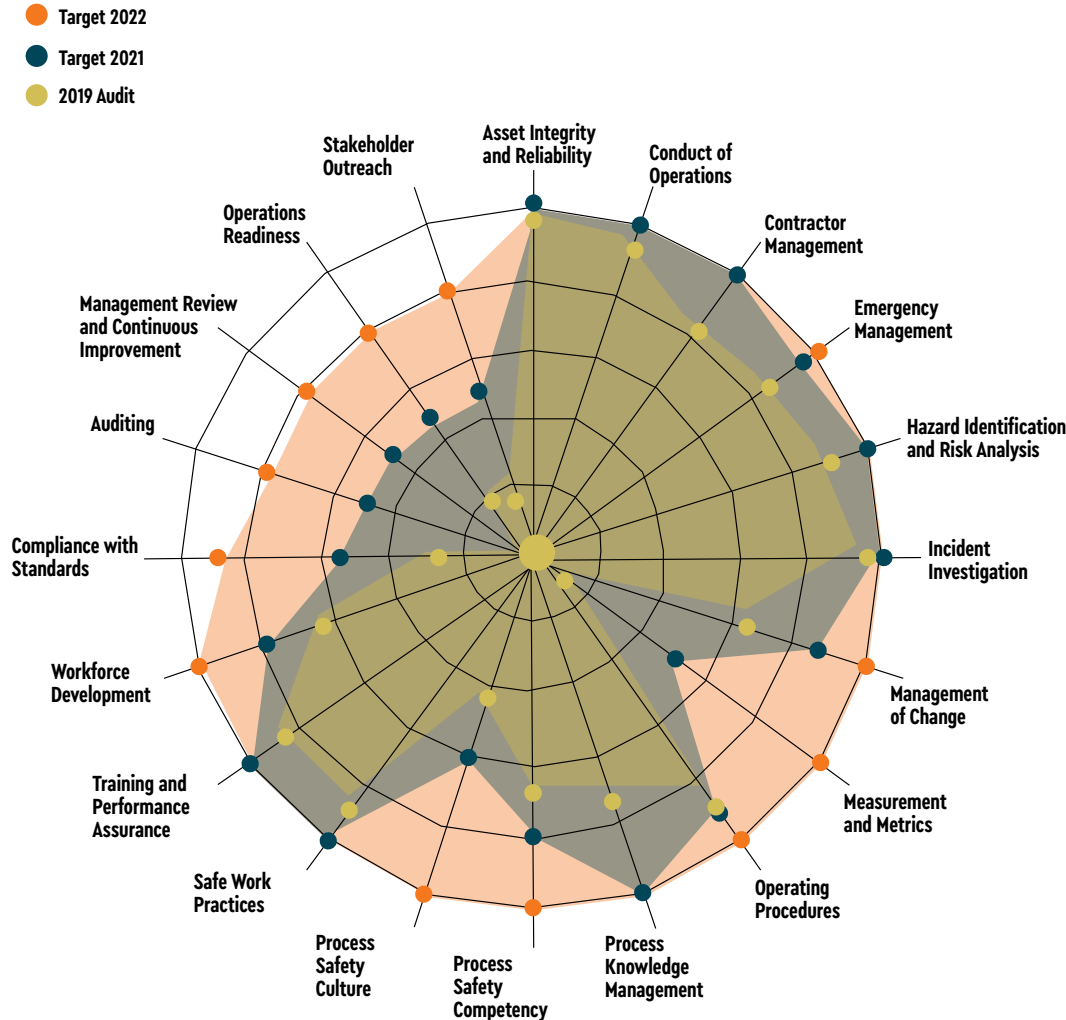
In 2021, the COVID-19 pandemic continued to test the resilience of the AIM and PSM systems. Nevertheless, NGC achieved an

overall closure of 46% of gaps identified in the PSM Audit. Furthermore, the Point Lisas Energy Association (PLEA) PSM Subcommittee was created with a collaborative approach to improve the PSM culture and systems across The NGC Group and the wider Point Lisas Industrial Estate.



# Asset Integrity and Critical Incident Management (continued)

## Process Safety Management System Review 2021



PSM Review	2019 Audit	Target 2021	Target 2022
Asset Integrity & Reliability	97%	100%	100%
Auditing	0%	50%	80%
Compliance with Standards	27%	55%	90%
Conduct of Operations	93%	100%	100%
Contractor Management	80%	100%	100%
Emergency Management	83%	95%	100%
Hazard Identification & Risk Analysis	89%	100%	100%
Incident Investigation	96%	100%	100%
Management of Change	64%	85%	100%
Management Review & Continuous Improvement	0%	50%	80%
Measurement and Metrics	11%	50%	100%
Operating Procedures	88%	90%	100%
Operational Readiness	20%	50%	80%
Process Knowledge Management	73%	100%	100%
Process Safety Competency	67%	80%	100%
Process Safety Culture	42%	60%	100%
Safe Work Practices	89%	100%	100%
Stakeholder Outreach	17%	50%	80%
Training and Performance Assurance	87%	100%	100%
Workforce Development	63%	80%	100%



# 2021 PROCESS SAFETY MANAGEMENT

# 20

PSF Challenges

## TERMS OF REFERENCE:

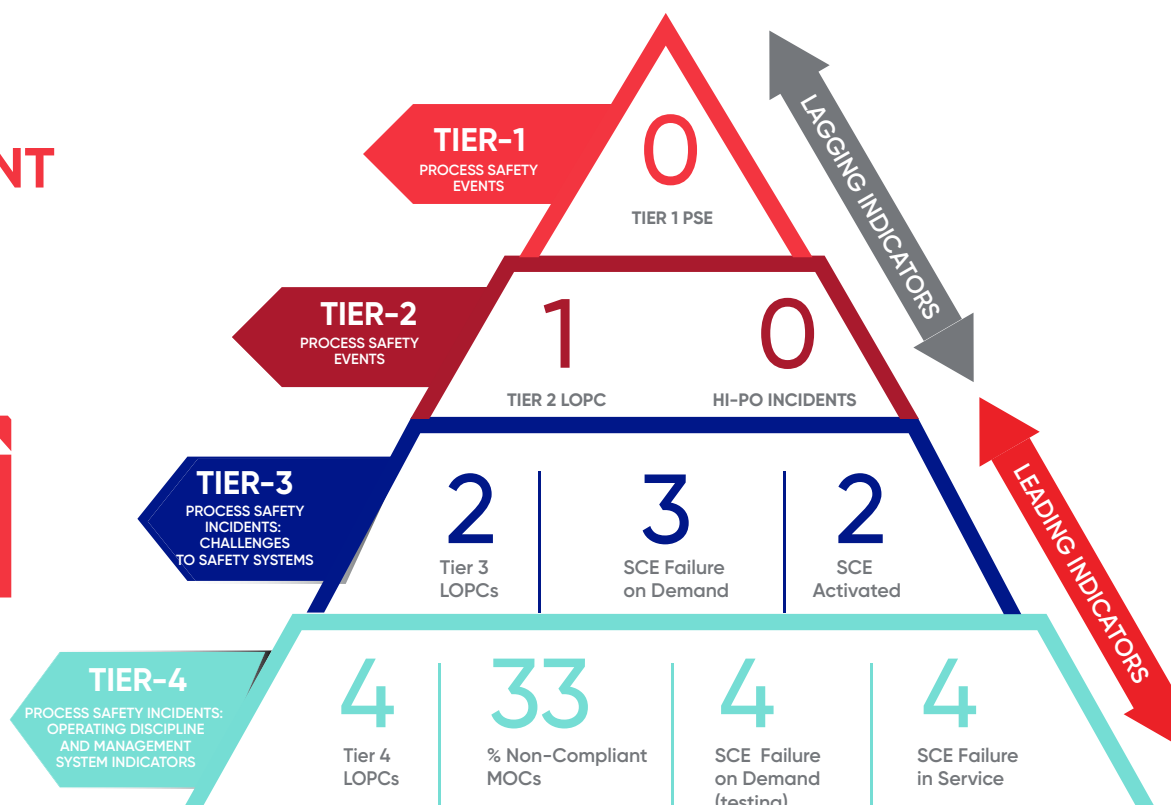
LOPC - LOSS OF PRIMARY CONTAINMENT

SCE - SAFETY CRITICAL EQUIPMENT

MOC - MANAGEMENT OF CHANGE

Year, Month

2021 ▼



PSM INDICATORS		2021	2020
Tier 1 Events		0	0
Tier 2 Events		1	0
Tier 3 Process Safety Leading Indicators	LOPCs	2	3
	SCE Failure on Demand	3	3
	SCE Activated	2	5
	SCE Failure in Service	4	6
Tier 4 Process Safety Leading Indicators	LOPCs	4	14
	% Non-compliant MOCs	33%	16%
	SCE Failure on Demand (testing)	4	3
	SCE Activated (start-up)	2	3
	SCE Failure in Service	4	2

# Asset Integrity and Critical Incident Management (continued)

## 2021 PSM Performance

The PSM system allows NGC to manage risks by monitoring and assuring the strength of critical safety barriers. In the four-tiered process safety performance indicators system, Tier 1 and Tier 2 are lagging indicators that refer to serious events that have materialised, while Tier 3 and Tier 4 refer to leading incidents, near misses and early signs of possible failures.

For NGC, a Tier 1 event might be a major release of gas for a prolonged period or destruction of a major facility, or a failure that results in the loss of lives. A Tier 2 event might be a major fire at an operating facility, injuries that result in hospitalisation, or significant loss of primary containment (LOPC). Tier 3 leading indicators include activation or failure of safety critical equipment (SCEs) such as alarms, pressure safety valves, and backup generators.

A short-term substantial LOPC from a process would also constitute a Tier 3 event. NGC provides planned preventative maintenance on SCEs to ensure that they are working according to design and directives. Failures of SCEs during testing or in service, are recorded as Tier 4 indicators. Any instances in which the standing procedures were not complied with are included in Tier

4 indicators. An example is non-compliance with the company's Management of Change (MOC) procedures.

In 2021, there were no Tier 1 events and one Tier 2 event recorded at NGC's facilities. In June 2021, a leak occurred on NGC's 24-inch pipeline from Poui A to the New Abyssinia Accumulator Station (NAAS) between Galeota Point and NAAS. The leak was attributed to a crack estimated to be 2 inches in length and 0.125 inches in width. Within 24 hours of the report, the pipeline was depressurised. However, a pressure of approximately 30 psig was held on the pipeline to prevent sea water from entering the pipeline through the rupture. An isolation valve was installed at Galeota Point in July and the 24-inch pipeline from Poui A to NAAS, the 24-inch pipeline from Teak B to Poui A, and the 16-inch pipeline from Osprey Platform were depressurised, to provide double isolation for the repair works. The leak was clamped on August 31st, 2021.

The leak on NGC's 24-inch pipeline was recorded as a Tier 3 LOPC at the IIN stage. However, due to the length of time over which natural gas continued to be released, the incident progressed to the Tier 2 process safety event.

## Managing Business Continuity Risk

NGC has always maintained a corporate Business Continuity Plan (BCP) that outlines the actions required for emergency response, and the recovery and restoration of critical business functions following a disaster or significant business disruption.

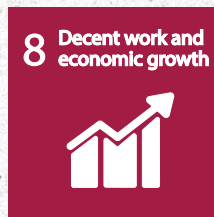
The BCP assists in:

- Keeping staff safe and secured
- Minimising the impact of a disaster
- Ensuring the integrity and security of the company's assets
- Maintaining continuity of overall management functions

The BCP is tested and reviewed annually, and amendments made, as necessary.

In 2020, a specific BCP was enacted for The NGC Group in response to the pandemic. This plan was continuously reviewed and modified by The NGC Group BCP team as the situation evolved in 2021.

# OCCUPATIONAL HEALTH & SAFETY



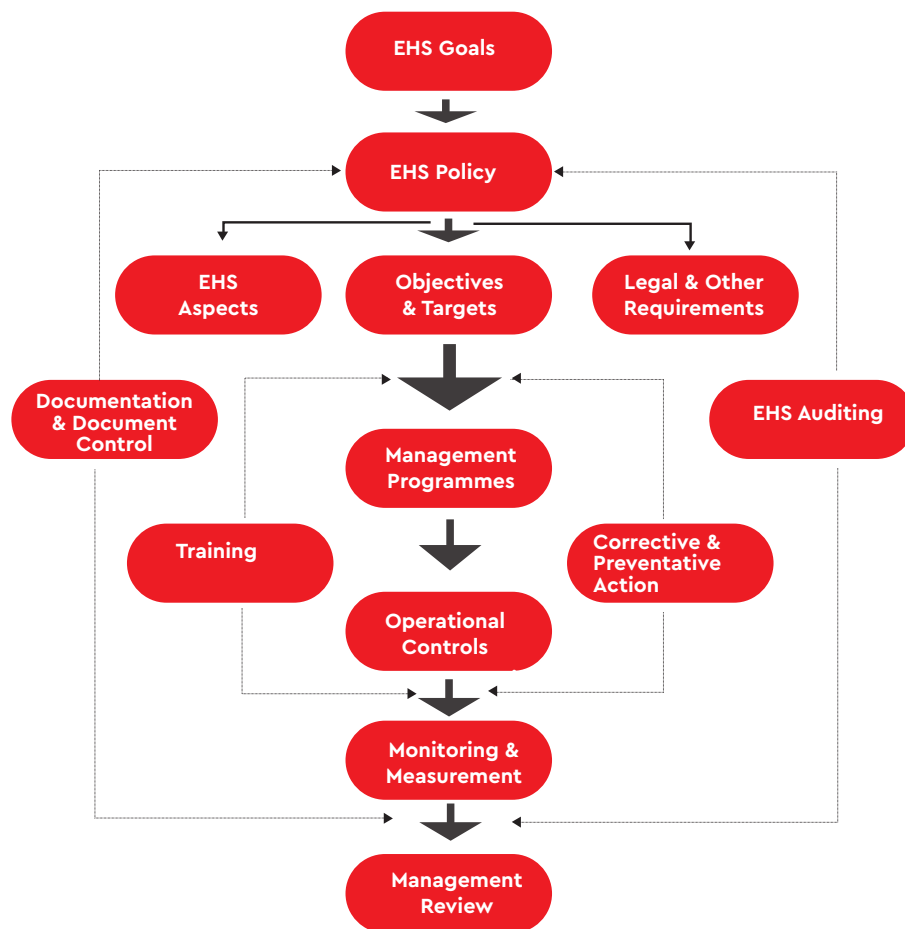


## Occupational Health and Safety (continued)

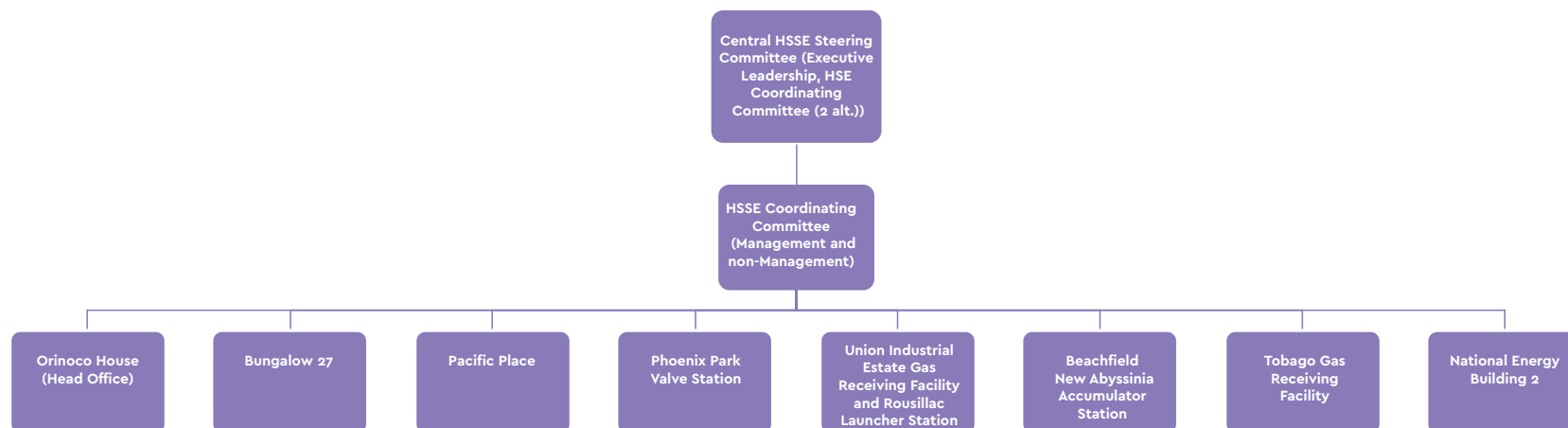
NGC manages Occupational Health and Safety in accordance with applicable laws and regulations of Trinidad and Tobago as well as international standards. These include the Occupational Safety and Health (OSH) Act, Chapter 88:08, and the Environmental Management Act (EM Act), Chapter 35:05, based on OHSAS 18001 specification and ISO 14001 standard requirements.

NGC's Environment, Health, and Safety Management System (EHSMS) provides a mechanism for EHS management at the company's facilities, construction projects, and among its workers. The EHSMS covers the EHS aspects that a facility can control and directly manage, as well as those over which it does not have direct control but over which it can be expected to have an influence. All NGC employees are covered by its EHSMS, which is audited by the company's Internal Audit Division as well as the Occupational Safety and Health Authority (OSHA).

### Safety Management System Framework



## Occupational Health and Safety (continued)



Contractors are not included in the HSSE sub-committees at this time.

Contractors that wish to work for NGC are required to provide a Contractor's HSSE Management System, which is evaluated based on their risk level as part of the prequalification process. A contractor will not be qualified to provide goods and services to the company if they do not pass the HSSE evaluation. Contractor employees are required to undergo an HSSE Contractor Orientation before they can commence work. Prior to the orientation, contractors must meet certain preconditions such as

7-point drug testing and obtaining a Point Lisas Energy Association (PLEA) Passport.

Contractors must also do a site induction and COVID-19 protocols orientation and complete a health declaration a minimum of 24 hours prior to arriving on site. Contractors are required to comply with NGC's HSSE policies and procedures as stated in the Contractor HSSE Requirements Handbook, which is issued during the tender process.

Additionally, contractors must fulfil NGC's insurance requirements, which are verified by NGC's Risk Management Division before a contract is issued.

### Worker Participation in OSH

Employees are provided with regular information via email from the HSSE Centre, and the company's internal newsletter.

## Occupational Health and Safety (continued)

All employees also have access to other relevant information such as policies and procedures, which are located on the company's HSSE Portal. Employees are encouraged to identify areas for improvement to the EHSMS through regular inspections, behaviour-based HSSE programmes, risk assessments and HSSE Committees.

The company has established two main HSSE Committees: The Central HSSE Steering Committee (CSC) and the HSSE Coordinating Committee that each meet bimonthly. These committees are supported by nine HSSE sub-committees that meet monthly. Each HSSE sub-committee comprises elected non-management employees from

departments located in each building and a representative from each sub-committee sits on the HSSE Coordinating Committee. The CSC comprises the executive leadership and two alternating representatives of the HSSE Coordinating Committee.

The HSSE committees assist the company in exercising oversight and governance of safety, health, welfare, wellness, and environment management by reviewing performance indicators, incident reports, and workplace inspection reports and making recommendations for improvements in alignment with the company's HSSE policy obligations. The Central HSSE Steering Committee ratifies the recommendations of the HSSE Coordinating Committee.

### HSSE Training

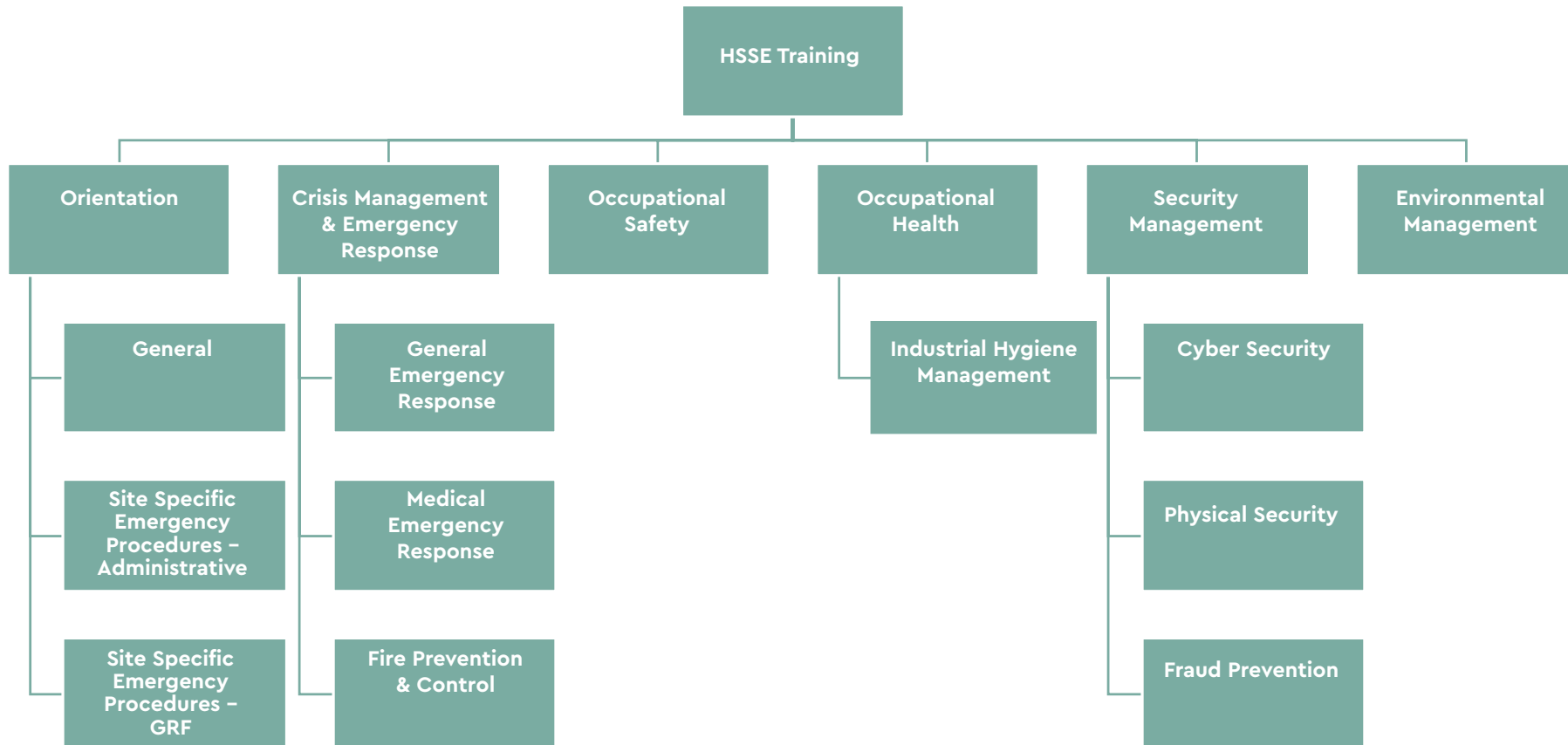
NGC has built up a culture of HSSE through continuous advocacy, awareness, and training interventions among staff at all levels. All managers are responsible for identification, planning, monitoring, and recording the training needs of all personnel to assist in the prevention of unsafe behaviours and conditions. The training requirements of employees are monitored using a training matrix.

In 2021, internal 'Train-the-Trainer' sessions were conducted by members of the HSSE Division who are qualified to plan and deliver HSSE training. Sessions were delivered in-person and as computer-based training modules.



# Occupational Health and Safety (continued)

## HSSE Training Matrix

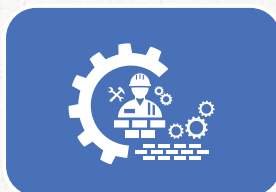


## Occupational Health and Safety (continued)

### Occupational Safety Training



HSSE  
Performance  
Management



Contractor  
Management



Management  
of Change



Process Safety



Incident  
Investigation



Root Cause  
Analysis



Control of  
Work



Chemical Safety  
Management



Defensive  
Driving



Lifting & Rigging



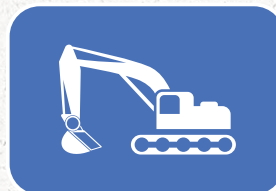
Work at  
Heights



Energy  
Isolation



Hazardous  
Atmosphere



Excavation



Confined Space

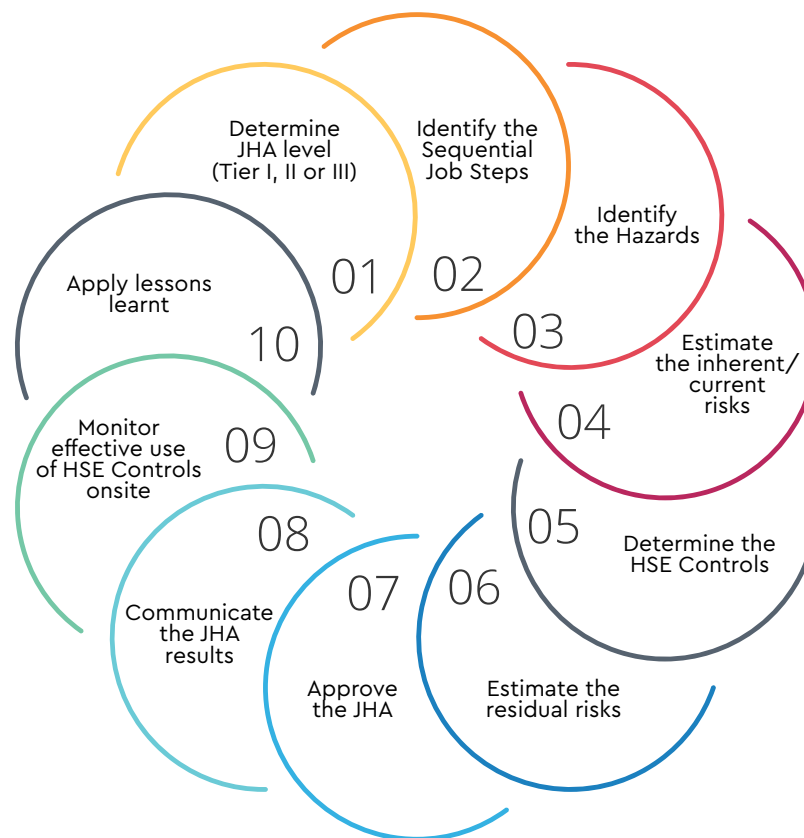
# Occupational Health and Safety (continued)

## Emergency Response Planning

NGC has developed Emergency Response Plans (ERPs) for all our facilities. The ERPs identify potential accidents and emergency situations, and the appropriate responses for preventing and/or mitigating HSSE impacts. This includes an Emergency Management Plan (EMP), which governs operations within the Emergency Operations Centre (the central command facility) and at the Incident Control Post (the location where the primary command field operations are executed).

NGC's Emergency Management System (EMS) is reviewed by the HSSE Division, and revisions made based on international best practice, legislation, drills, exercises, change in the work system, or as the result of recommendations arising from root cause analysis. The company conducts annual emergency response exercises to test the readiness of personnel and systems.

## Job Hazard Analysis Process





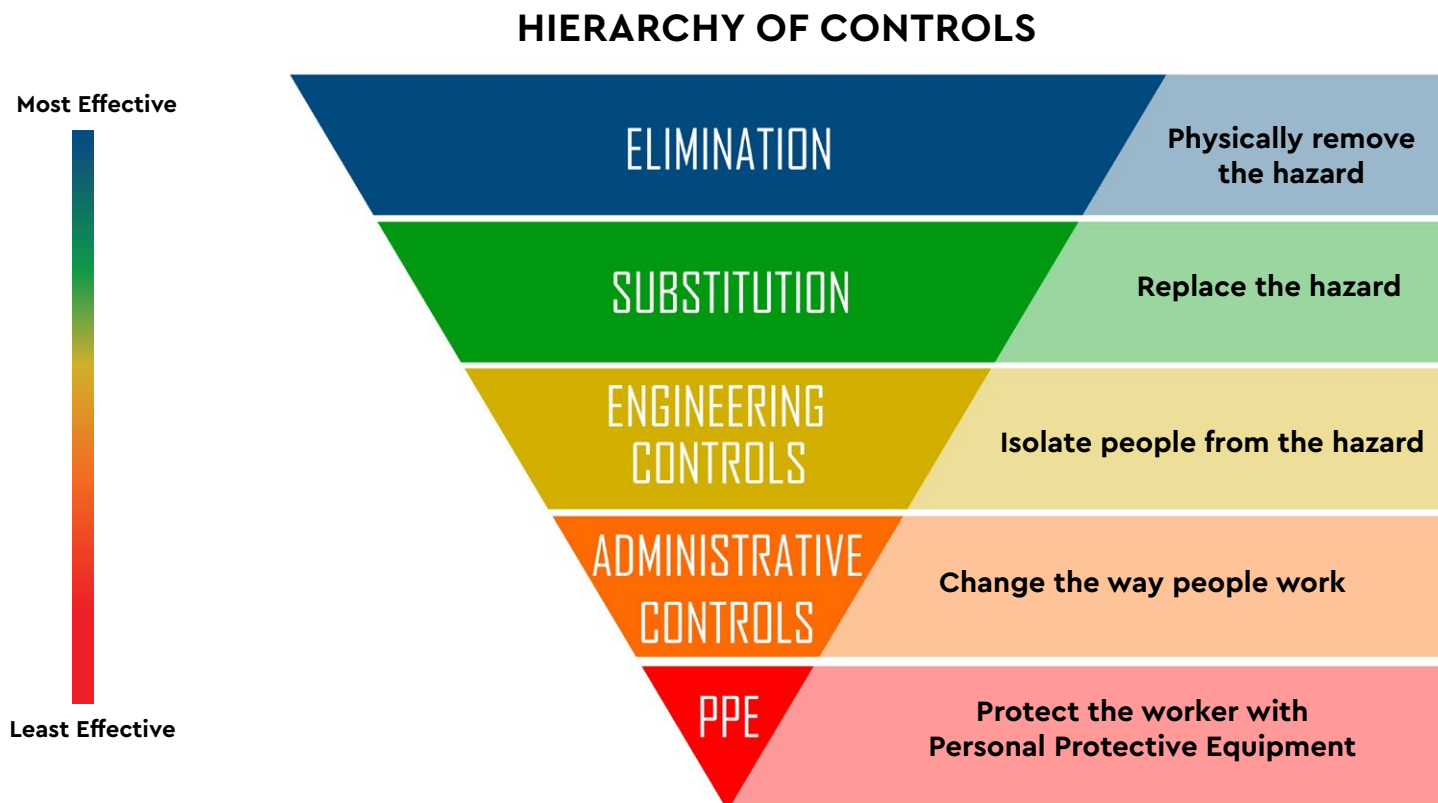
# Occupational Health and Safety (continued)

## Hazard Identification, Risk Assessment and Incident Investigation

The Job Hazard Assessment (JHA) Procedure describes the processes for hazard identification, assessment of risks, and the selection and implementation of HSSE controls associated with routine

and non-routine activity, to ensure the risks are reduced to as low as reasonably practicable. All NGC employees required to be involved in the JHA process must complete company-facilitated JHA training

and pass the associated assessment. Training of contractors' employees is facilitated by contractors. However, all contractors' employees are required to undergo NGC's JHA and Control-of-Work processes orientation.



Source: The National Institute for Occupational Safety and Health (NIOSH)

EMPLOYEES ARE REQUIRED TO IMMEDIATELY REPORT TO THE SUPERVISOR OR LINE MANAGEMENT ANY INCIDENT, UNSAFE ACT OR UNSAFE CONDITIONS THEY OBSERVE. THIS CAN BE DONE VIA ANY OF THE FOLLOWING CHANNELS:



### Initial Incident Notification

- Any work-related adverse event that results or can potentially result in injury, loss or damage. This includes Accidents (Personal/Process/Motor Vehicular); Security Incidents (Threats/Loss of Asset/ Intrusions/ Procedure Breach); Near Misses (Personal/Process/Motor Vehicular); Loss of Primary Containment (LOPC) Events (Tiers 1 to 4); Industrial Hygiene Incidents ( Indoor Environmental Quality/Ill health/Infectious Disease Complaints); Environmental Incidents and Undesired Circumstances that have a high risk potential.
- Should be reported within 24 hrs of the occurrence of the incident, by the Manager or Assistant Manager with direct oversight.
- Completed on an online form accessible under Safety Observations on the HSSE Portal.
- Conformance report generated for each department.



### Let's Connect

- Behaviour Based Programme where conversations held with persons either commend positive behaviour (safe acts) or correct negative behaviour (unsafe acts) observed in the workplace.
- Completed on an online form accessible under Safety Observations on the HSSE Portal.
- Invalid submissions will be deleted from the system and reclassified if possible.



### Barrier Health Inspection

- To verify the health of our Barriers (HSSE Hazard Controls) in the workplace, highlighted in the ten (10) Life Safety Rules (LSR) and ten (10) Process Safety Fundamentals (PSF).
- Completed on an online form accessible under Safety Observations on the HSSE Portal.
- Invalid submissions will be reclassified where possible or deleted from the system.



### Workplace Inspection

- Unsafe physical or environmental conditions/hazards with low risk potential observed in the workplace, even if conversations are held with others about those conditions/hazards.
- Completed on an online form accessible under Safety Observations on the HSSE Portal.
- Invalid submissions will be reclassified where possible or deleted from the system.

# Occupational Health and Safety (continued)

## LEARNING FROM INCIDENTS (LFI) PROCESS

**25**  
'Lessons  
Learnt'  
Issued for  
2021





## Occupational Health and Safety (continued)

All employees are empowered to stop work in accordance with the STOP Work Order Procedure if the employee deems the workplace unsafe. Section 4.4 of NGC's STOP Work Order Procedure states that, "No person shall be subject to retributive actions for invoking a legitimate stop-work order, even if it is determined later that the actual

hazard severity or potential was insufficient to justify the action." NGC's Consequence Management Policy assures that the company will, in the first instance, adopt a no blame approach to breaches of safety policy or procedure. First instance breaches are treated as learning opportunities for the individual and the company. Additionally,

Root Cause Analysis is conducted with the intention of making recommendations to address the safety breach.

In deciding on controls to be implemented for risk reduction, NGC utilises the Hierarchy of Controls in which measures are applied from most effective to least effective.

### Pipeline Emergency Response Procedure

NGC owns and operates the country's natural gas pipeline network, which transports and distributes natural gas from offshore fields to plants and businesses throughout the country. NGC's lines vary in in diameter from 2-inches to 56-inches and operate at pressures from as low as 125 psig to high pressure at 900 psig. The company has therefore developed a Pipeline Emergency Response Procedure based on its assessment of risks related to its pipeline operations. The procedure will be activated in the event of an emergency or disaster, with the aim of preserving lives and preventing loss of or damage to property and the environment.

THE FOLLOWING INCIDENTS WOULD BE CONSIDERED AS EMERGENCIES:



Fire or explosion occurring near or involving a pipeline facility



Accidental release of un-ignited fluids (liquids or gas) creating a potentially dangerous situation



Operational failure causing a hazardous or potentially hazardous condition to exist, e.g. overflowing tanks or relief valve failure



Natural disaster or threat of such, e.g. earthquake or hurricane



Sabotage or threat of such, e.g. bomb threat, riots



Inhalation of asphyxiating and toxic gases

## Pipeline Emergency Impact Level

Impact Level	HSSE
<b>5 Critical</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Fatality/permanent disability/serious chronic occupational disease</li> <li><input type="checkbox"/> Leak or spill of hazardous material into the receiving environment:               <ul style="list-style-type: none"> <li>(1) <math>\geq 350,000</math> bbls of hydrocarbon material</li> <li>(2) Hazardous chemical/material</li> <li>(3) Gas transmission pipeline, distribution mainline or large-diameter piping rupture</li> </ul> </li> <li><input type="checkbox"/> National or international environmental catastrophe or major disaster that is not easily remedied (long-term environmental impairment of ecosystem) or not recoverable</li> <li><input type="checkbox"/> Total loss/write-off of infrastructure/assets <math>&gt; \text{TT\\$}150\text{M}</math></li> </ul>
<b>4 Major/Significant</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Lost time injury or illness exceeding 3 days without permanent disability, temporary disabilities, or hospitalisation</li> <li><input type="checkbox"/> Leak or spill of hazardous material into the receiving environment of:               <ul style="list-style-type: none"> <li>(1) <math>15,000 - 349,999</math> bbls of hydrocarbon material</li> <li>(2) Hazardous chemical/material</li> <li>(3) Gas transmission pipeline rupture, piping rupture or gas transmission pipeline or distribution mainline hole/damage, small diameter piping rupture</li> </ul> </li> <li><input type="checkbox"/> Localised serious impact (it is difficult to correct but is recoverable)</li> <li><input type="checkbox"/> Damage to infrastructure/assets (Range: <math>\text{TT\\$}100\text{M} - \text{TT\\$}150\text{M}</math>)</li> </ul>
<b>3 Moderate</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Minor injury or illness with lost time not exceeding 3 days/ multiple recordable incidents</li> <li><input type="checkbox"/> Leak or spill of hazardous material into the receiving environment of:               <ul style="list-style-type: none"> <li>(1) <math>200 - 14,999</math> bbls of hydrocarbon material or</li> <li>(2) Non-hazardous chemical/material</li> <li>(3) Grade 1 (as per Pipeline Emergency Response Procedure) gas pipeline or piping leak</li> </ul> </li> <li><input type="checkbox"/> Short- to medium-term environmental impact, easily recoverable</li> <li><input type="checkbox"/> Damage to infrastructure/assets (Range: <math>\text{TT\\$}50\text{M} - \text{TT\\$}100\text{M}</math>)</li> </ul>
<b>2 Minor</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> First aid required, minor injury or illness without lost time/ medical treatment with restricted duty</li> <li><input type="checkbox"/> Leak or spill of hazardous material into the receiving environment of:               <ul style="list-style-type: none"> <li>(1) <math>11\text{L} - 200</math> bbls of hydrocarbon material or</li> <li>(2) Non hazardous chemical/material</li> <li>(3) Grade 2 (as per Pipeline Emergency Response Procedure) gas pipeline or piping leak</li> </ul> </li> <li><input type="checkbox"/> Short-term environmental impact with little effects on biological or physical environment, recoverable over a short period</li> <li><input type="checkbox"/> Damage to infrastructure/assets (Range: <math>\text{TT\\$}10\text{M}</math> to <math>\text{TT\\$}49\text{M}</math>)</li> </ul>
<b>1 Insignificant</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> No injury or illness</li> <li><input type="checkbox"/> Leak or spill of hazardous material into the receiving environment of:               <ul style="list-style-type: none"> <li>(1) Hydrocarbon material <math>\leq 10\text{L}</math> or</li> <li>(2) Other hazardous chemical/material</li> <li>(3) Grade 3 (as per Pipeline Emergency Response Procedure) gas pipeline or piping leak</li> </ul> </li> <li><input type="checkbox"/> No impact/harmless – no potential for environmental harm, the environment is immediately recoverable</li> <li><input type="checkbox"/> Little/no damage to infrastructure/assets <math>&lt; \text{TT\\$}10\text{M}</math></li> </ul>

# Occupational Health and Safety (continued)

**Impact Risk Matrix**

Impact	Critical	Medium (5)	Medium (10)	High (15)	Unacceptable (20)	Unacceptable (25)
	Major/Significant	Low (4)	Medium (8)	Medium (12)	High (16)	Unacceptable (20)
	Moderate	Low (3)	Medium (6)	Medium (9)	Medium (12)	High (15)
	Minor	Low (2)	Low (4)	Medium (6)	Medium (8)	Medium (10)
	Insignificant	Very Low (1)	Low (2)	Low (3)	Low (4)	Medium (5)
		Rare	Unlikely	Possible	Likely	Almost Certain
		Likelihood				

■ P1 = Unacceptable and High

■ P2 = Medium

■ P3 = Very Low and Low

Risk mitigation plans are developed and implemented in accordance with the company's risk matrix in which risks are scored based on potential impact and

likelihood. The risks assessed to have the highest potential impact and likelihood are treated as Priority 1 (unacceptable) risks. Risks are monitored on an ongoing basis and

department heads are required to regularly update risk registers with information relevant to their activities.



# Occupational Health and Safety (continued)

## Occupational Health Services

NGC has always placed paramount importance on the health and safety of its employees and employees are covered under the company's Group Health Plan. In the past, occupational health services were provided based on job function and age. In 2020, a review of the industrial hygiene programme commenced and work on development of an enhanced programme continued in 2021.

The company plans to conduct a Health Risk Assessment (HRA) in 2022. This is a systematic approach to identification of risks and will be conducted by an occupational physician.

The findings and recommendations from the HRA will guide area testing and development of varying programmes inclusive of, but not limited to, respiratory health and hearing conservation. Employees will be enrolled in specific programmes based on the findings of health surveillance medicals, through which their health will be monitored and managed.



Medical documents are stored at the health care facilities and shared with the occupational health nurse and the company's medical advisor. All medical documents are managed by informed consent prior to release. Any medical documents stored within the company are accessible by the nurse only.

## HSSE Performance Indicators

There was a marked increase in man-hours in 2021 over 2020. This was attributable

to several reasons, including an increase in the number of projects executed during the year, coupled with a general improvement in reporting of hours worked. COVID-19 protocols also necessitated additional sanitisation of all the company's offices and facilities, resulting in extra hours being worked by ancillary staff.

As the company continued to encourage voluntary safety observation and reporting, the mandatory requirement for safety observations, including Let's Connect, was removed. Additionally, employees continued to work from home during the year, which reduced the occurrence of work-related safety issues. These factors likely contributed to the decrease in the number of Let's Connect safety observations in 2021 when compared with 2020. There was a reduction in the number of IINs recorded in 2021, which reflected a decrease in reporting of work-related incidents. NGC views safety reporting as a significant part of a healthy safety culture. Therefore, steps will be taken to improve this area in 2022.

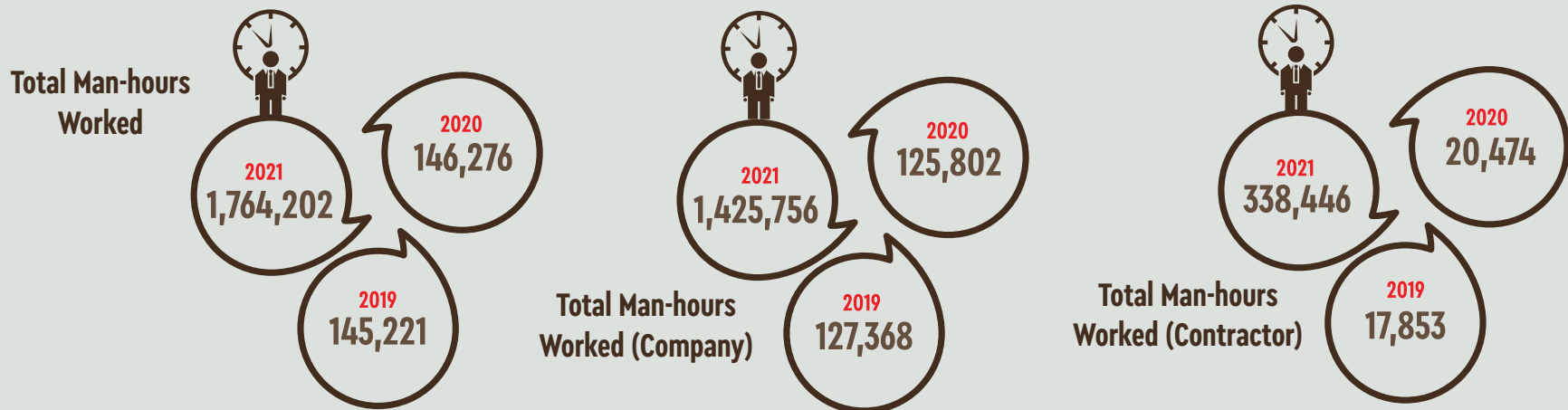
## Occupational Health and Safety (continued)

It has been observed from 2019 to 2021 that contractors' accident frequency rates (AFR) and accident severity rates (ASR) are higher than that of the company. To reduce contractor AFRs and ASRs, NGC has implemented a multi-pronged approach geared towards improving overall safety performance and reducing accidents. NGC meets with contractors before, during and after execution of work.

Contractor deep dives, which involve visits to contractors' facilities, are conducted to provide an extra layer of quality assurance. At contractor forums hosted by The NGC Group, lessons learned are shared with contractors who provide feedback on how recordable incidents can be prevented.

Contractor orientation was revised to focus on Life Saving Rules, as the system provides job-specific instruction. NGC has also introduced Control of Work, which is aimed at anticipating and reducing risks by determining and allocating resources effectively.

### HSSE Performance Indicators



## HSSE Performance Indicators



### Let's Connect

2021	1,149
2020	5,112
2019	11,348

### Workplace Inspections/Barrier Health Verifications



2021	95
2020	60
2019	39

## IINs

2021	82
2020	100
2019	106



### Fatalities

2021	0
2020	0
2019	0

### Work-related Ill Health



2021	0
2020	0
2019	0

## Total Accident Frequency Rate



2021	0.23
2020	1.37
2019	8.26

### Accident Frequency Rate (Company)

2021	0
2020	0
2019	39.26



### Accident Frequency Rate (Contractor)

2021	1.18
2020	9.77
2019	56.01



## Total Accident Severity Rate

2021	1.7
2020	10.94
2019	123.95



### Accident Severity Rate (Company)

2021	0
2020	0
2019	136.61



### Accident Severity Rate (Contractor)



2021	8.86
2020	78.15
2019	33.61

## Total First Aid and Incident Cases



2021	2020	2019
1	0	0

### First Aid and Incident Cases (Company)



2021	2020	2019
0	0	0

### First Aid and Incident Cases (Contractor)



2021	2020	2019
1	0	0

## Total Lost Time Injuries



2021	2020	2019
2	1	6

### Lost Time Injuries (Company)



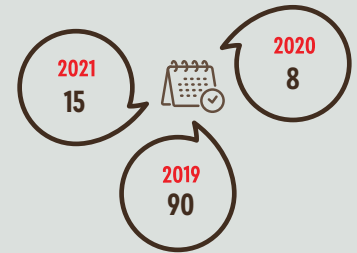
2021	2020	2019
0	0	5

### Lost Time Injuries (Contractor)

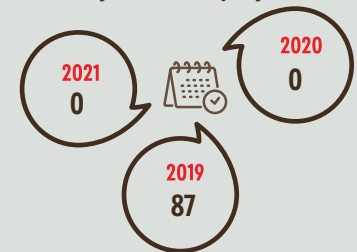


2021	2020	2019
2	1	1

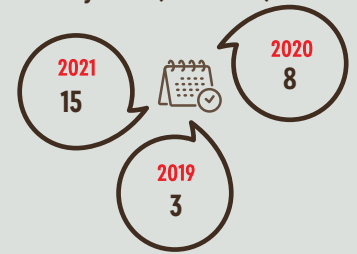
## Total Days Lost



### Days Lost (Company)



### Days Lost (Contractor)



- (a) Lost Time Accident (1 day or more of absence from work following the day of the incident)  
 b) A.F.R = No. of L.T.A. x 20,000/Man-hours Worked  
 c) A.S.R. = Days Lost x 200,000/Man-hours Worked  
 Note: No workers have been excluded from this disclosure

Disposal of non-hazardous and hazardous waste is not included in this report as there was a marked decrease in the volume of waste generated in 2021 since employees continued to work from home.



# CLIMATE

## ADAPTATION, RESILIENCE & TRANSITION






## Climate Adaptation, Resilience and Transition (continued)

At the core of The NGC Group's Green Agenda strategy is the goal of preparing the company and its stakeholders to survive and thrive in the rapidly approaching energy future. At NGC, we believe that natural gas will play an important role in the energy mix over the next 30 years, as the world moves towards lower carbon energy sources. Through its subsidiary, National Energy, NGC has been actively exploring business development opportunities related to alternative energy such as hydrogen, renewable energy projects, and energy efficiency initiatives.

NGC intends to formalise a GHG reduction plan that will include energy consumption projects by 2023. The company also plans to develop a system to calculate the financial implications, other risks, and opportunities due to climate change by 2023. Some energy consumption reduction targets have been established for 2022 with supporting initiatives.

In 2021, NGC got a step closer to achieving its target of reducing Trinidad and Tobago's GHG emissions by 2 percent by 2030 through the commitment to explore and facilitate alternative energy sources. In February 2021, NGC and subsidiary, National Energy, signed an MOU with Kenesjay Green Limited for collaboration on the creation of a sustainable hydrogen economy in

Targets and Initiatives for Energy Consumption Reduction		
 <p><b>Goal</b> Promote energy efficiency at the industry and broader level</p>	 <p><b>Target</b> Reduce energy consumption by 10% from 2019 levels by 2022</p>	 <p><b>Initiatives</b></p> <ul style="list-style-type: none"> <li>• Evaluate opportunities to replace fossil-fuel powered lighting with renewable energy lighting for non-process related facilities</li> <li>• Incorporate Leadership in Energy and Environmental Design (LEED) standards in NGC's buildings and all future projects</li> <li>• Replace lighting fixtures at Orinoco House with LED bulbs targeting 25% replacement in 2022</li> </ul>

Trinidad and Tobago. The project is aimed at advocating and raising awareness around energy efficiency and the development of green hydrogen to aid in the transition from fossil fuels to green alternatives.

Later in the year, another Green Agenda milestone was achieved when NGC and its subsidiaries, National Energy and NGC CNG, executed an MOU with The Trinidad

and Tobago Solid Waste Management Company Limited (SWMCOL) to jointly explore opportunities for capture and commercialisation of landfill gas to be used for the manufacture of renewable CNG. This innovative concept would see the capture of methane emitted from the nation's landfills, to be compressed and monetised as CNG for transportation, thereby reducing GHGs and generating sustainable revenues.

## Climate Adaptation, Resilience and Transition (continued)

### Carbon Sequestration

As part of its 'No Net Loss' initiative, NGC embarked on a project in 2005 to replant approximately 315 hectares of forest. This project would replace any forests that were felled in the process of the company's operations to install pipelines and construct industrial estates. From 2005 to 2021, over 100,000 seedlings were planted in forest conservancies located at Rousillac, Moruga, Mayaro and Rio Claro in south-west and south-east Trinidad. In 2018, NGC commissioned a study by The University of the West Indies (The UWI) to determine the amount of carbon sequestered above ground by the reforestation programme. The UWI was engaged in 2021 to conduct another study to ascertain the volume of carbon removed from the atmosphere as a result of the root systems of the replanted forests.



### Total Estimate Carbon Sequestered Above and Below Ground by NGC's Reforestation Programme Reforestation Site

	2021	2020
Rousillac (Grant's Trace, Guapo/Parrylands, Morne L'Enfer)	3,401	2,251
Moruga (Edward Trace)	1,579	428.3
Mayaro	1,357	206.7
Rio Claro	1,151	0.158
<b>TOTAL Carbon sequestered (tons)</b>	<b>7,488</b>	<b>2,885</b>
<b>TOTAL CO<sub>2</sub>e (=C×3.67) (tons)</b>	<b>27,481</b>	<b>10,589</b>





# Climate Adaptation, Resilience and Transition (continued)

## Advancing Climate Adaptation through Partnerships

NGC and its subsidiaries, National Energy and NGC CNG, signed an MOU with the University of Trinidad and Tobago (UTT) for a Climate Change Mitigation Project in 2020. This resulted in the collaboration of all parties in 2021 to review The NGC Group's baseline GHG data and calculations. This data is currently being used to develop

The Group's GHG reduction strategy with emphasis on methane, which is the major component of NGC's emissions.

NGC subsidiary, National Energy signed an MOU with Kenesjay Green Limited (KGL) to collaborate on the creation of a sustainable hydrogen economy in Trinidad and Tobago.

Under the MOU, the parties will actively support advocacy efforts to raise public awareness and engagement towards the development of a national policy framework for Energy Efficient & Green (EE&G) Hydrogen. EE&G Hydrogen will play an important role in the future energy sector as the world transitions away from fossil fuels.

## Leading the Energy Transition Conversation

By leveraging its position as an industry leader, NGC advocates for climate adaptation and sustainable practices within the local energy sector and abroad. Through participation on key committees, business chambers, and initiatives such as the OGMP, GRI, the Energy Chamber of Trinidad and Tobago, PLEA, and others, the company is contributing to the global effort to accumulate data that will inform decision-making. Through collaboration with industry leaders from around the world, NGC is ensuring that it keeps abreast of technological, economic and process developments related to sustainability.

NGC has been vocal at local, regional, and international forums, to promote The NGC Group's Green Agenda. Members of The Group's executive leadership speak at selected conferences and participate in panel discussions, facilitating knowledge transfer on sustainability themes. NGC maximises on opportunities to share through articles, tenets of its Green Agenda portfolio.

In May 2021, NGC President, Mark Loquan was offered the opportunity to address the UN Presentation to Parliamentarians on SDGs. He also made a presentation on the topic, *Collaborative Strategies to Reduce Carbon and Methane Emissions*, at the Gas Exporting Countries Forum (GECF) Workshop on Promotion of Natural Gas

Demand. During the year, leaders from The NGC Group helped advance The Group's position in the energy transition through their participation in the first Hydrogen Congress for Latin America and the Caribbean panel discussion; the Suriname Energy, Oil and Gas Summit panel discussion; and the African Energy Series panel session on the Future of Gas in the Energy Transition.

The NGC Group was well represented at conferences hosted by the major local business chambers, including the Energy Chamber of Trinidad and Tobago, the American Chamber of Commerce (AMCHAM), and the Trinidad and Tobago Chamber of Industry and Commerce.

## Climate Adaptation, Resilience and Transition (continued)

NGC continued to utilise multiple communication channels, including reputable energy publications, to educate its stakeholders on the need to embrace change and adopt sustainable practices.

Articles were also published in the local print media as part of the company's 'More Than a Pipeline' monthly series throughout the year.

### Topics included:

- Monitoring Methane Emissions in Support of Climate Change
- Green Hydrogen: A Fuel of the Future
- Big Carbon Gains from NGC's Reforestation Project
- Impact Beyond Energy
- NGC and Subsidiaries partner with UTT on Climate Change Mitigation Project

- Governance: A Sustainability Imperative
- LABIDCO's Transformative Journey
- A Capsule of NGC's Sustainability Report 2020
- Research and Development Driving Innovation
- Pivoting Projects — NGC Leverages Technology to Deliver First International Project in Ghana



In November 2021, NGC was the proud sponsor of the first Green Agenda Award at the Trinidad and Tobago Chamber of Industry and Commerce's Annual Champions of Business Awards. The Green Agenda Award recognises the contribution of individuals and companies that are championing sustainability through advocacy and action.

For a full complement of More than a Pipeline, go to [www.ngc.co.tt](http://www.ngc.co.tt)

# Climate Adaptation, Resilience and Transition (continued)

## Food and Nutrition Security on the Green Agenda

NGC recognises food and nutrition security as a critical factor for the development of a strong, healthy, and sustainable population. As ongoing climate change threatens the world's food sources, NGC is taking a proactive approach to securing the nation's food supply. During the year, NGC met with various organisations involved in the food supply value chain to explore potential partnership opportunities.

The company held discussions with the Ministry of Planning and Development on the Biodiversity and Ecosystem Service Network (BES-Net) Project. The initiative is focused on improving the body of scientific knowledge of pollinators and pollination in Trinidad and Tobago. The multi-faceted programme will involve the development of legislation to protect and conserve pollinators, as well as public education, conservation initiatives and training.

The UWI Faculty of Food and Agriculture (FFA) is developing a circular farming initiative to be located at the Agricultural Innovation Park. The project would establish a circular farm in which inputs are optimally utilised, crop residues and animal wastes recycled, and reused in situ. NGC reviewed

the project proposal and discussed its potential for impacting the local agriculture sector, as well as the environment.

Discussions were held with the EMA on the Integrated Water, Land and Ecosystems Taungya (IWEcoTT) initiative. This agro-forestry project seeks to transform rehabilitated quarry lands into productive agricultural lands, in which mixed species of forest trees would be interspersed among agricultural crops. Another agro-forestry concept – Sustainable Studies in Action (SSIA) – was explored with Environment Tobago. SSIA is aimed at implementing a robust agro-eco and forestry education curriculum that emphasizes the importance of sustainable livelihoods and promotes downstream agriculture-related economic activities.

NGC's exploration of food security partnership opportunities included conversations with the Caribbean Agricultural Research and Development Institute (CARDI) to examine food production initiatives. Meetings were also held with Cube Root Farms, a company that uses modern technology for organic vertical farming. Cube Root Farms promotes



AN EXAMPLE OF AN INDOOR VERTICAL FARM IN TRINIDAD AND TOBAGO GROWING A VARIETY OF LEAFY GREEN VEGETABLES AND STRAWBERRIES (IMAGE COURTESY CUBE ROOT FARMS).

scalable sustainable methodologies that are easy to implement and require minimal space.

NGC will continue discussions with food supply stakeholders with the aim of executing partnerships in the coming year.



## Building Awareness and Creating Advocates for Climate Action

The Green Agenda involves the use of multiple platforms for building awareness and creating advocates for the energy transition. In 2021, NGC launched the CariGreen website that provides information on energy efficiency and renewable energy projects and research taking place across CARICOM and non-CARICOM states.

The website also provides market intelligence from some of the world's leading energy research and investment organisations.

The CariGreen website can be accessed via: <https://carigreen.ngc.co.tt>

NGC also partnered with SustainTT for the third consecutive year to host the Green Screen Environmental Film Festival. Under the theme, *Heroes*, the virtual festival featured films from the Caribbean and around the world that shone a light on individuals and groups that are working towards climate adaptation.

### Green Screen Environmental Film Festival by Numbers

Category	2021 (Virtual)	2020 (Virtual)	2019 (In person)
Overall Attendance	5,868	5,756	1,530
Festival Launch Attendance	596 (views)	853 (views)	170
Secondary School Screenings Attendance	N/A	N/A	926
Main Festival Film Submissions	340	340	300
Very Short Shorts Mobile Film Competition Submissions	24	61	42

Total Reach for the 2021 festival – October 1 to November 7, 2021:

f >95,000

ig > 238,000





# LOCAL COMMUNITIES





## Local Communities (continued)

NGC defines its local communities or fenceline communities as communities located within proximity to NGC's major installations and operations. We consider the communities surrounding NGC's Orinoco House in Point Lisas; Tobago Gas Receiving Facility at Cove Industrial Estate; Union Industrial Estate Gas Receiving Facility and Rousillac Launcher Station; and Beachfield New Abyssinia Accumulator Station, as part of our fenceline. While our attention is focused on our fenceline communities, this does not preclude the company from engaging with other localities, especially since NGC's pipelines span a large cross section of the country.

Our approach to managing local communities includes the development of detailed profiles of the area that include demographics,

psychographics, economic activities, social factors, and the environment. The profiles are used to develop and articulate community engagement plans that provide a roadmap for how communication, initiatives and activities in the community will be implemented.

In addition, NGC seeks to develop strategic partnerships with organisations within the community, including community councils, trade associations, social groups, and businesses. The company aims to leave every community after our operation, in a better position than before our operation. This requires continuous engagement, listening to the views of our stakeholders, and working with communities to ensure that mutual objectives are achieved as far as practicable.

In 2021, community engagement was required for 10 operational projects at various localities throughout the country. Social impact assessments, including baseline surveys, were conducted for all projects where these were required. Similarly, environmental impact assessments were completed and submitted to the Environmental Management Authority (EMA) as required. Local community development programmes were identified in collaboration with community stakeholders and execution of these programmes is ongoing.

Continuous communication with local communities was facilitated through house-to-house consultations, meetings with stakeholder groups, liaising with statutory bodies, feedback forms, flyers, and in some instances, the use of loudspeaker announcements. Notices were also published in the newspapers and posted on the company's social media platforms.



# Local Communities (continued)

## SUPPORT FOR INFRASTRUCTURAL PROJECTS

### CASCADURA PROJECT (20-INCH PIPELINE INSTALLATION) PHASE 1

**Social Impact Assessments:** Baseline survey conducted as required by the Environmental Management Authority (EMA)

**Environmental Impact Assessments and Ongoing Monitoring:** Baseline environment impact assessment conducted as required by the EMA

**Public Disclosure of Results of Environmental and Social Impact Assessments:** Results communicated to the EMA

**Local Community Development Programmes Based on Local Communities' Needs:** Programmes are ongoing with identified community stakeholders

**Stakeholder Engagement Plans Based on Stakeholder Mapping:** Community engagement plan developed and implemented. Periodic reviews to be undertaken

**Broad-Based Local Community Consultation Committees and Processes that Include Vulnerable Groups:** House-to-house consultations conducted, meeting held with key stakeholders, and feedback forms distributed, as required by the EMA

**Formal Local Community Grievance Processes:** Processes identified in Community Engagement Plan

### FACTORY ROAD INDUSTRIAL ESTATE PROJECT

**Stakeholder Engagement Plans Based on Stakeholder Mapping:** Community engagement plan developed and implemented

**Broad-Based Local Community Consultation Committees and Processes that Include Vulnerable Groups:** Feedback flyers were issued

**Works Councils, Occupational Health and Safety Committees and Other Worker Representation Bodies to Deal with Impacts:** The major bodies/organisations were contacted and informed

### INSTALLATION OF PIPELINE AT GEORGE ABOUD AND SONS LIMITED

**Local Community Development Programmes Based on Local Communities' Needs:** In collaboration with community groups, plans developed for implementation of renewable energy programmes

**Stakeholder Engagement Plans Based on Stakeholder Mapping:** Community engagement plan developed and implemented

**Broad-Based Local Community Consultation Committees and Processes that Include Vulnerable Groups:** Feedback flyers were issued, and one-on-one discussions were held when issues were raised through the feedback flyers

**Works Councils, Occupational Health and Safety Committees and Other Worker Representation Bodies to Deal with Impacts:** The major bodies/organisations were contacted and informed



# Local Communities (continued)

## SUPPORT FOR INFRASTRUCTURAL PROJECTS (continued)

### CHARLIEVILLE DIVERSION EXERCISE

**Environmental Impact Assessments and Ongoing Monitoring:** Reports submitted to the EMA as required.

**Stakeholder Engagement Plans Based on Stakeholder Mapping:** Community engagement plan developed and implemented

**Broad-Based Local Community Consultation Committees and Processes that Include Vulnerable Groups:** Groups were engaged through consultations, meetings with key stakeholders, loudspeaker announcements, flyer distribution, and press ads

**Works Councils, Occupational Health and Safety Committees and Other Worker Representation Bodies to Deal with Impacts:** Relevant statutory bodies were informed of the works

**Formal Local Community Grievance Processes:** Processes were identified in community engagement plan

### PHOENIX PARK VALVE STATION (PPVS) – OPERATIONALISATION OF 16000 BBL CONDENSATE TANK PROJECT

**Broad-Based Local Community Consultation Committees and Processes that Include Vulnerable Groups:** Meeting held with key stakeholders and flyers were distributed

### REMOVAL OF METERING STATION AT POWERGEN

**Broad-Based Local Community Consultation Committees and Processes that Include Vulnerable Groups:** Groups were informed through meetings with key stakeholders, loudspeaker announcements, and press ads

### INSPECTION, EVALUATION & MAINTENANCE WORK ON NGC'S 24- INCH PIPELINE

**Broad-Based Local Community Consultation Committees and Processes that Include Vulnerable Groups:** Groups were informed through consultations and flyer distribution to key stakeholders

### SLOPE STABILISATION WORKS FOR THE COUVA VALVE STATION

**Broad-Based Local Community Consultation Committees and Processes that Include Vulnerable Groups:** Groups were informed through house-to-house consultation, meeting with key stakeholders, and flyer distribution

**Formal Local Community Grievance Processes:** Grievance mechanism shared with contractor



## Local Communities (continued)

### Empowering Local Communities through Capacity Building

In 2021, NGC continued to carry out several initiatives geared towards building capacity within our local communities. The objectives of the capacity building initiatives were to increase the knowledge and skills of participants, to enable people to better contribute to their organisations and the wider community, and to empower communities for sustainable development. Programmes were developed to address specific needs identified in our assessment of the communities and the stakeholder groups which the company supports.

NGC sponsors three steelpan orchestras – NGC Couva Joylanders, NGC Steel Xplosion, and NGC La Brea Nightingales – and one

tassa band – NGC Trinidad and Tobago Sweet Tassa. These bands play a vital role within their respective communities by not only promoting the arts and culture of the country, but also proving avenues for youth development.

In 2021, NGC hosted music literacy programmes as well as leadership and management training with our sponsored bands. One of the main goals of the interventions is to empower the bands to grow and develop as musicians as well as sustainable business enterprises. Based on the plans developed by the bands at the close of the leadership and management training, NGC is looking forward to the next phase of their evolution.

NGC partnered with the MIC Institute of Technology in 2018 to conduct a pan manufacturing and tuning programme that was carded for completion in 2021. However, the programme was delayed due to the pandemic and is now scheduled to conclude in 2022.

Following the high level of engagement achieved among NGC's sponsored Police Youth Clubs for the digital literacy life skills training held in 2020, another level of the programme was delivered in 2021. During the virtual sessions, the young participants acquired life skills and learned the basics of mobile app development, graphic design, as well as beginner and intermediate level digital literacy. This programme was highly subscribed and over 50 percent of registrants completed the courses.



No. of students recommended for examination: 31

No. of students attempting examination: 26

#### Exam Grades Attained

Grade	No. of Participants	Pass	Merit	Distinction
1	28	1	3	8
2	9	3		4
3	8	2	3	2
4	2	0		

### NGC MIC Pan Manufacturing and Tuning Programme

No. of Participants Commencing Programme: 12

Total Contact Hours in 2021: 678

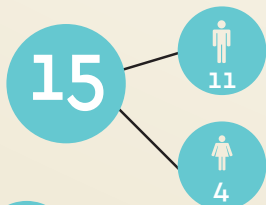


## Local Communities (continued)

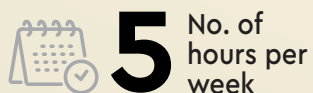


### Youth Leadership Development Programme

Total Participants



Total Participant Hours



### Digital Literacy & Life Skills Training

Total Participants

137



5,029

Total Participant Hours



### Leadership & Management Development Training

Total Participants

15



No. of Training Hours Online

24

No. of Training Hours on Project-based Assignments

16

Programme	Weekly Hours	Total Programme Hours	No. of Persons Registered	No. of Persons Attending at least 75% of classes	No. of Persons Receiving Completion Certificate	Did not Complete Programme and Assessment
Life Skills (mandatory)	2	20	123	102	74	28
Mobile App Development	4.5	45	48	43	20	23
Graphic Design	4	40	62	55	31	24
Digital Literacy 1	4	40	22	21	14	7
Digital Literacy 2	4	40	34	23	17	6

## Local Communities (continued)

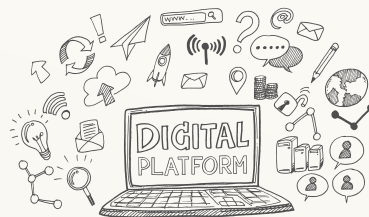
### Online Facilitation & Using Online Platforms – Session 1



**HOURS OF TRAINING:**  
2 hours x 7 days – **14 hours**



**20** Students  
**75%** Students Completed the Programme



### Using Digital Platforms Training

### Online Facilitation & Using Online Platforms – Session 2



**HOURS OF TRAINING:**  
2 hours x 7 days – **14 hours**



**22** Students  
**63%** Students Completed the Programme

### Introduction to Virtual Coaching



**HOURS OF TRAINING:**  
2 hours x 2 days – **4 hours**



**31** Students  
**100%** Students Completed the Programme



### Physical Literacy and Virtual Coaching Training

### Introduction to Physical Literacy



**HOURS OF TRAINING:**  
3 hours x 2 days – **6 hours**



**31** Students  
**100%** Students Completed the Programme

## Digitisation of Sporting Programmes

During the pandemic, restrictions on the hosting of sporting activities posed a challenge for NGC's sponsored sporting programmes. Not daunted by the situation, NGC seized the opportunity to advance its Digitisation of Sports initiative. The company engaged with two organisations –

Youth Training and Employment Partnership Programme (YTEPP) and Sport for Life of Canada – to execute a phased sports digitisation project. Phase 1, hosted by YTEPP, involved training of coaches and teachers in the fundamentals of navigating digital platforms. In Phase 2, Sport for Life's

PLAYBuilder platform was populated with a robust content pack of lesson plans, demos, report templates and fun videos in various sporting disciplines. Coaches and teachers were trained in physical literacy and subsequently onboarded on the PLAYBuilder platform and trained to use the resources to guide their students virtually.

## Local Communities (continued)



### Youth Elite Programme Handbook

In 2017, NGC launched its signature Youth Elite Programme (YEP) in collaboration with the National Association of Athletics Administrations of Trinidad and Tobago (NAAATT).

The programme is aimed at providing support to selected athletes who have shown the potential to excel at the national, regional and international levels. The athletes benefit from specialist coaching, medical services, life skills sessions, access to a nutritionist and educational support. The programme is designed to enhance participants' athletic and academic performance.

In 2021, NGC, along with NAAATT, launched a handbook for the participants of the Youth Elite Programme. The handbook provides information required by the athletes, their parents and coaches. It outlines the benefits and services available under the programme. The handbook also provides guidance on accounting and reporting procedures to be followed.

Since its inception, YEP has produced exceptional results, with athletes earning medals at the CARIFTA Games, Pan American Combined Events, and the IAAF World Junior Championships. In addition to medals, many athletes have gone on to earn scholarships to international universities, while others – including new inductees – have set new national records in their events.

The NGC YEP athletes continued to perform well with the resumption of sporting activity in 2021. Youth Elite athletes bagged four medals at the 2021 North American, Central American and Caribbean Athletic Association (NACAC) Championships, including two gold medals. They also performed commendably at the World Athletics Under-20 Championships. Two sprinters and a long jumper also qualified to represent Trinidad and Tobago at the Tokyo Olympics.

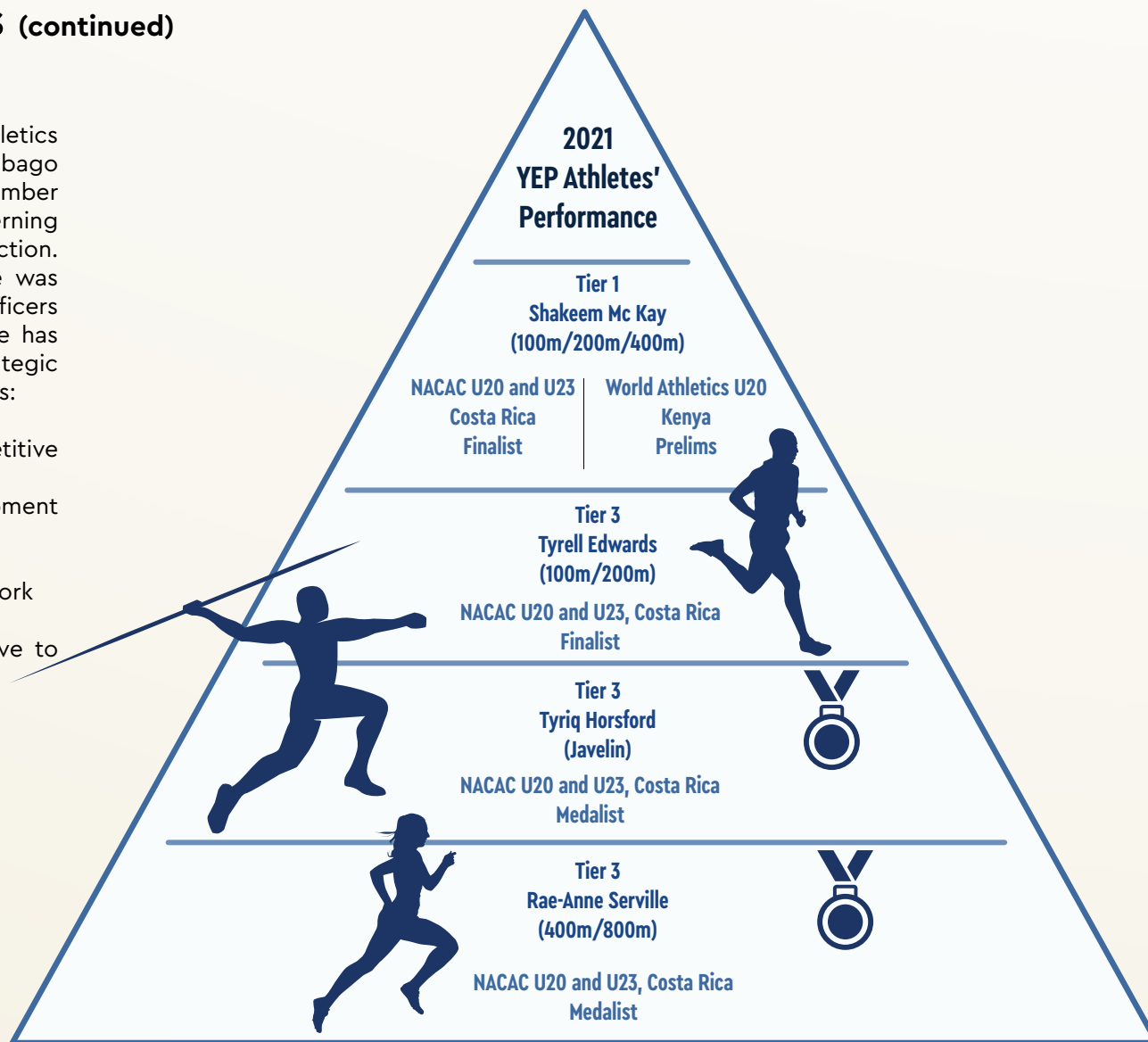
## Local Communities (continued)

### NAAATT Elects New Executive

The National Association of Athletics Administrations of Trinidad and Tobago (NAAATT) held elections on 27 November 2021. All positions in the national governing body for Track and Field were up for election. Following the vote, a new executive was installed in a seamless transition. Four officers were returned and the new executive has stated its intention to focus on four strategic areas over period 2022–2025 as follows:

- Create Culture & Systems of Competitive Excellence
- Enhance Track and Field Development & Performance Pathway
- Excel in Sport Business
- Enhance Our Governance Framework

NGC will work with the new executive to refine the strategy areas in 2022.





# Local Communities (continued)

## NGC Bocas Lit Fest Partnership

In 2021, NGC marked 10 years as the title sponsor of the NGC Bocas Lit Fest, one of the company's longest running social investment initiatives. Over the years, the festival has introduced new local and regional writers and poets, who have gone on to perform creditably at international literature festivals.

The event brings together budding writers and poets with experienced authors who share from their vast knowledge and experience in the literary and publishing industries. For the second year, the NGC Bocas Lit Fest was hosted as a fully virtual event, attracting a substantial audience on social media.

The festival was expanded in 2021 with the introduction of the inaugural Emerging Writers Prize, which saw 99 entries, and the inaugural Bocas Lit Fest Children's Book Prize, which received 26 entries.

The virtual festival also enjoyed an increased viewership on social media, recording a 69% increase in video minutes watched over 2020. The festival's reach on Instagram grew by almost 100% over 2020.



## 2021 Social Media Reach Statistics



## 2020 Social Media Reach Statistics



## 2021 Awards

**11th OCM Bocas Prize** –

Canisia Lubrin, Poet

**9th Bocas Henry Swanzy Award** –

Edward Baugh and Mervyn Morris, Professors Emeriti, The University of the West Indies

**3rd Johnson and Amoy Achong**

**Caribbean Writers Prize** –

Desiree Seebaran, Poet



## Workshops

10 workshops with 84 participants

1 masterclass on speculative fiction

10 book club meetings with 8 featured authors and over 80 participants from around the world



## Awards Entries

**2021**

**OCM Bocas Prize** 52  
(13 poetry, 20 fiction, 19 non-fiction)

**Bocas Children's Book Prize** 21  
(introduced in 2021)

**2020**

**OCM Bocas Prize** 61  
(20 poetry, 24 fiction, 17 non-fiction)

**2019**

**OCM Bocas Prize** 72  
(16 poetry, 34 fiction, 22 non-fiction)



## 2021 Programming Milestones:

- Launched a festival dedicated to youth **'NGC Bocas Youth Fest'**
- Bios & Bookmarks author interview series: **3** seasons of **6** episodes each
- Premiere of **30-minute film** *Port of Spain: A Writer's Heaven*, offering a tour of Trinidad and Tobago's capital through classic and contemporary books
- **33** new books featured

## International Women's Forum Recognises Marina Salandy-Browne

NGC Bocas Lit Fest founder, Marina Salandy-Browne, was acknowledged by the International Women's Forum (IWF) in its 'Ideas Remaking the World' segment of its World Leadership Conference in 2021. The NGC Bocas Lit Fest was one of three innovative ideas recognised for the marquee programme.

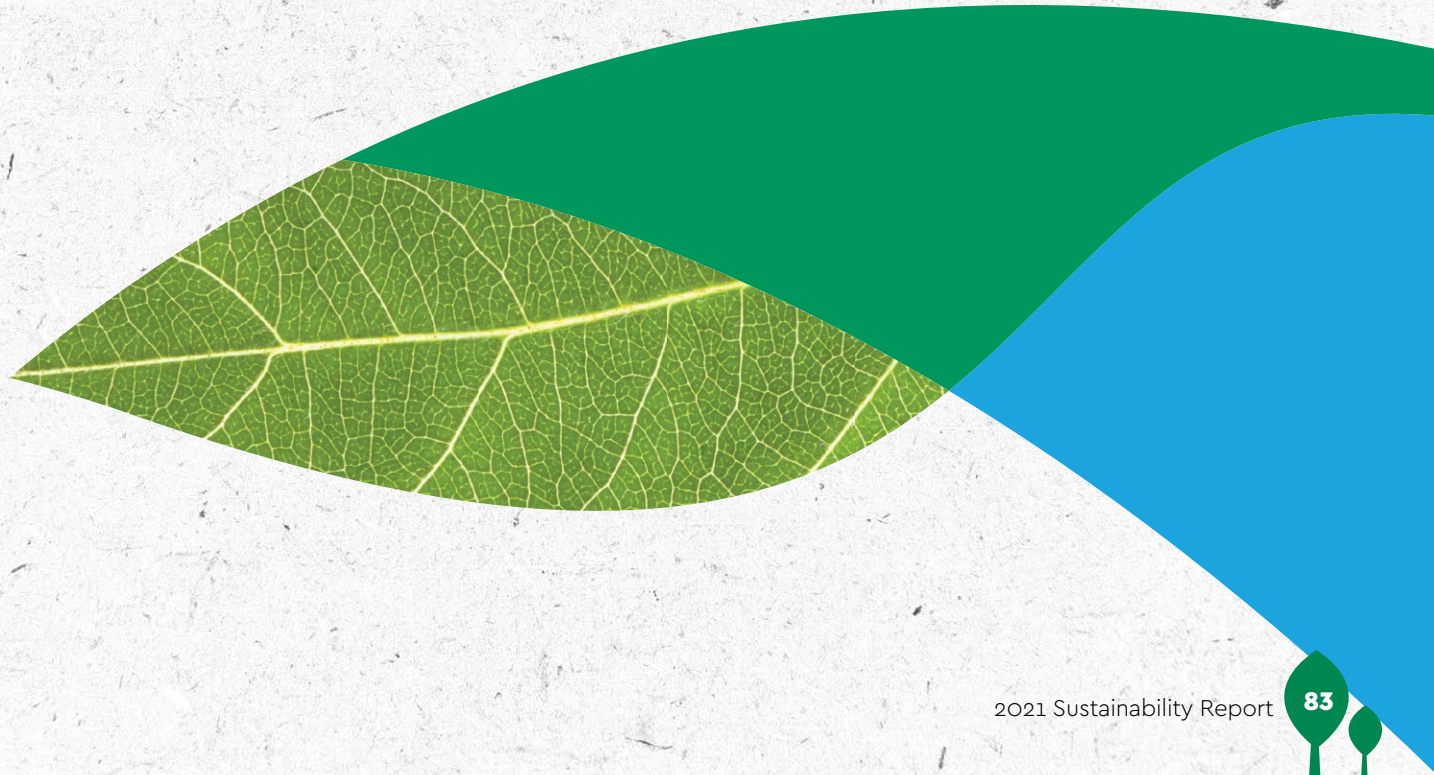
NGC has been the title sponsor of the festival since 2012, working closely with Marina and her team to see the festival evolve into the premier showcase of Caribbean literature in the region.

The event provides a platform for introducing emerging writers, averaging 10 – 15 new writers annually. Bocas award winners consistently perform well on the international stage, copping prizes and receiving accolades in the UK, Canada and the USA.





# GHG EMISSIONS



## GHG Emissions (continued)

NGC owns and operates over 1,000 km of natural gas pipelines throughout Trinidad and Tobago. The pipeline comes ashore at the southernmost point in Trinidad at Beachfield, from which the network radiates to all major industrial estates and over 90 Light Industrial Commercial customers (LICs) located at diverse points on the island. Tobago is served by the North-East Offshore (NEO) – Tobago pipeline that comes ashore at the Cove Estate in Tobago. NGC continuously monitors its pipeline network to prevent leakage of natural gas, which consists of over 96 percent methane – a more potent GHG than carbon dioxide.

NGC strengthened its campaign to reduce carbon impact by joining the global Oil

and Gas Methane Partnership (OGMP), establishing 2021 as the base year for future measurements of methane and other GHG emissions. OGMP member companies voluntarily commit to reporting and reducing methane emissions in the oil and gas sector through a global standard for methane emissions reporting, measurement, and control.

NGC's membership in the OGMP was finalised in May 2021 with the signing of an MOU with the United Nations Environment Programme (UNEP). This MOU will be effective through the end of 2026 and provides a framework for our participation in the OGMP and for collaboration with other entities to accurately report on and reduce

methane emissions. NGC will submit its first annual OGMP methane emissions report in May 2022.

Methane emissions from natural gas sources, comprising venting, fugitives, flaring, stationary combustion, and mobile combustion, totalled 21.91 thousand tonnes of CO<sub>2</sub>e of methane. NGC's performance targets, in alignment with the OGMP Framework, are set to achieve:

- An overall reduction of **75%** in venting methane emissions and **50%** in fugitive methane by 2025, compared to 2021
- A 50% reduction in overall GHG emissions by 2025, compared to 2021

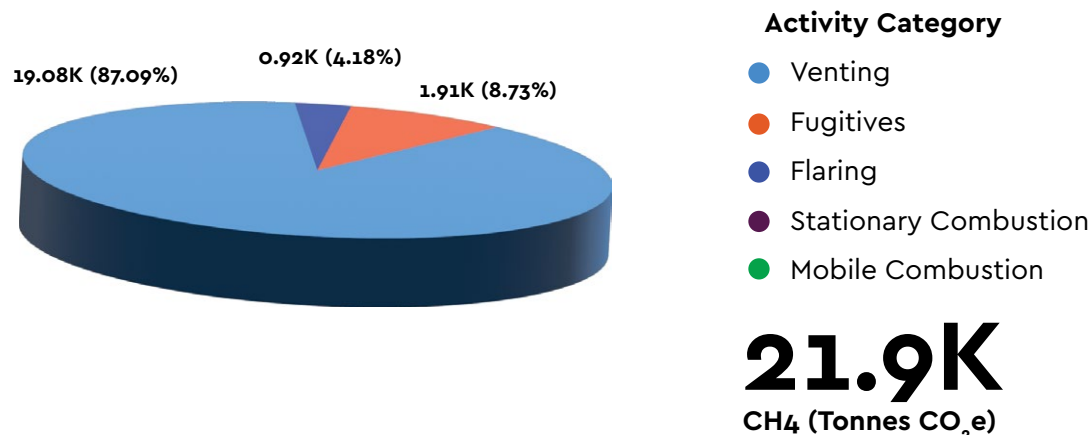
### NGC GHG Reduction Targets

	Consolidation Basis (Operational Control, Equity)	Year in which the Target was Set	Reference/ Base Year	Total Emissions in Scope of the Target (Metric Tonnes CH <sub>4</sub> )	Target Year (e.g. 2025)	Targeted Reduction from Reference or Base Year %	Absolute Emissions in Target Year (Kg)
<b>Target 1</b>	Operational-Venting	1	2021	681.6	2025	75%	170.4
<b>Target 2</b>	Operational-Fugitive	1	2021	68.3	2025	50%	34.2



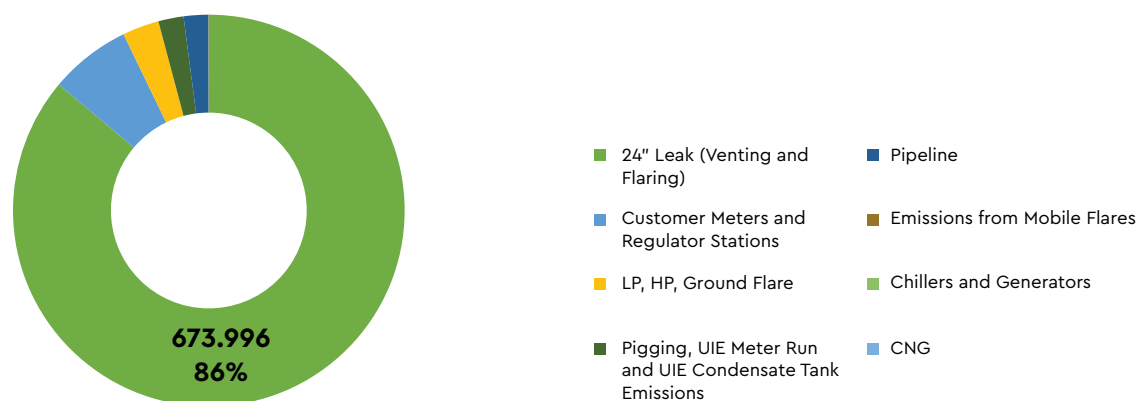
## GHG Emissions (continued)

### Methane Emissions by Activity Category in Tonnes CO<sub>2</sub>e (NGC ONLY)



An operational control approach is used to determine NGC's organisational boundaries for GHG accounting purposes. Under this approach, NGC accounts for 100 percent of emissions from operations over which the company has operational control. Carbon dioxide, methane and nitrous oxide were included in NGC's calculation of total GHG emissions from purchased electricity, natural gas, petroleum, and diesel sources. NGC recorded one Tier 2 LOPC event in 2021, which contributed to the largest amount of methane emitted from NGC's operations during the year.

### Leak accounts for the majority of Methane Emissions (Tonnes)



## GHG Emissions (continued)

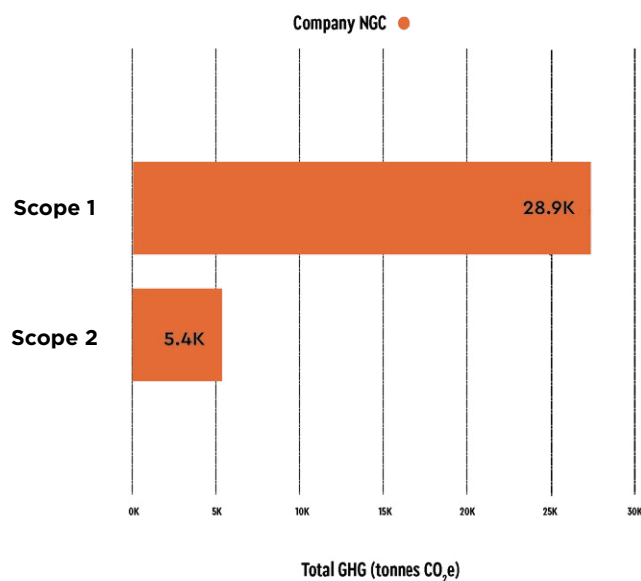
	2021	2020	2019
Gross direct (Scope 1) GHG emissions (tonnes CO <sub>2</sub> equivalent)	28,857.88	8,221.10	10,570.87
Gross location-based energy indirect (Scope 2) GHG emissions (tonnes of CO <sub>2</sub> equivalent)	5,434.85	4,838.31*	6133.26*
Carbon intensity (tonnes of CO <sub>2</sub> equivalent/TBTU)	63.5	26.7	29.9

\*DATA IS INCOMPLETE

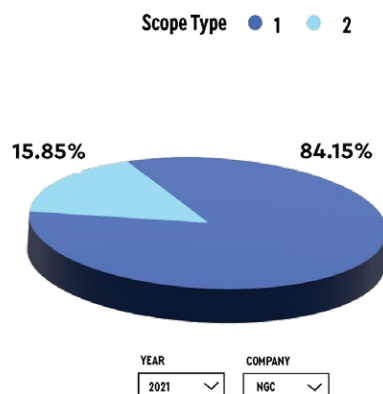
## Total Methane Emissions (NGC & NOJVs)

NGC operates in the upstream sector through non-operated joint ventures (NOJVs) in which the company has equity investments. The NOJV data reflects methane emissions based on the company's equity. The calculated/measured methane across The NGC Group and its NOJVs in 2021 was approximately 1,312 tonnes (approximately 68 mmscf).

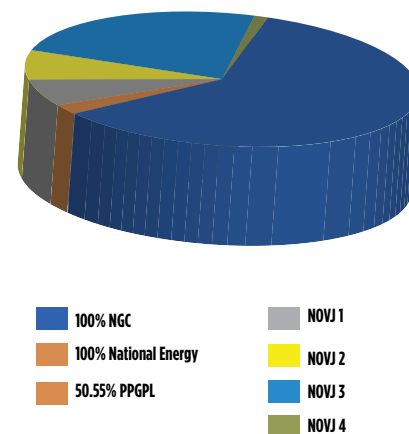
### Total GHG Emissions by Scope Type in Tonnes CO<sub>2</sub>e



### % GHG Emissions by Scope Type



### Total Methane Emissions, 1.31 MMKg by Company Equity



# GHG Emissions (continued)

## Energy Consumption

NGC's fuel consumption within the organisation (Scope 1) is derived from natural gas, petroleum and diesel used for electricity, stationary combustion, flaring, venting and fugitive emissions, as well

as fuel for vehicular transportation. The company does not currently utilise fuel from renewable sources. While Scope 3 energy consumption is not currently being measured, the company is in the process

of developing a comprehensive GHG management plan to be implemented in 2023, that will include measurement of Scope 3 emissions and consumption.

		2021	2020	2019
<b>Total fuel consumption within the organisation from non-renewable sources (terajoules)</b>	1. Natural Gas for Stationary Combustion, Flaring, Venting and Fugitive emissions	166.51	88.70	107.54
	2. Diesel used for Stationary Combustion	5.270	4.84	5.05
	3. Petrol in Land Fleet Vehicles	0.420	0.51	0.49
	4. Diesel in Land Fleet Vehicles	7.810	8.74	9.99
	5. Compressed Natural Gas (CNG) in Land Fleet Vehicles	0.001	0.002	0.003
	6. Electricity	27.920	24.86*	31.51*
	<b>TOTAL (terajoules)</b>	<b>207.93</b>	<b>127.65</b>	<b>154.58</b>
<b>Energy Intensity Ratio for the organisation</b>	<b>Total energy consumption (TBtu)/ Annual quantity of gas delivered (TBtu)</b>	0.197/540.31 = <b>0.0004</b>	0.121/489.39 = <b>0.0002</b>	0.147/558.88 = <b>0.0003</b>

\*DATA IS INCOMPLETE

## Standards, Methodologies, Assumptions and Calculation Tools

### Calculation Guidelines:

- World Resources Institute's Greenhouse Gas Protocol (GHG Protocol)
- American Petroleum Industry Greenhouse Gas Emissions Methodologies for the Oil and Gas Industry (API Compendium)

### Combustion Emissions:

- Intergovernmental Panel on Climate Change (IPCC) Guidelines for National Greenhouse Gas Inventories Volume 2, Energy Chapter 3: Mobile Combustion

### Electricity:

- International Energy Agency (IEA)

### Global warming potentials, physical gas constants, and electricity factors:

- Intergovernmental Panel on Climate Change (IPCC)
- Western Climate Initiative
- IEA
- Ecometrica



# CORPORATE GOVERNANCE, COMPLIANCE & ANTI-CORRUPTION



## Corporate Governance, Compliance and Anti-Corruption (continued)

As a wholly-owned state enterprise established under the Companies Act, Chapter 81:01, NGC is required to align its systems and operations not only to ensure compliance with the requirements of the Companies Act, but also with the State Enterprise Performance Monitoring Manual, 2011 (SEPM), the Freedom of Information Act, Chapter 22: 02 (FOIA), the Public Procurement and Disposal of Public Property (Amendment) Act, 2020 (PPDPP)

and accompanying Regulations, and all other laws and regulations pertaining to the company's daily operations. Additionally, with a view to securing NGC's Vision to be recognised as a global leader in the development of sustainable energy-related businesses, it is also critical that NGC's operations are visibly aligned to internationally recognised best practices and standards, including those in the areas of governance and compliance.

The implementation of effective governance and compliance systems is therefore at the core of NGC's ability to operate effectively and in a sustainable manner. NGC has sought to implement policies, procedures, internal controls, and systems that guide and monitor the company's management and staff in the performance of their duties. The policies and procedures promote the company's core values, further embedding them into our organisational culture of compliance.

### Significant Policies at NGC



# Corporate Governance, Compliance and Anti-Corruption (continued)

## Key Policy Development

Work was advanced in 2021, on the review and revision of NGC's Business Practices and Ethics Policy and Code of Conduct (the policy/code). The policy/code was updated to address fundamental areas of focus in the global governance and compliance space including: conflicts of interest; improper payments; entertainment and gifts; political contributions; fair competition; sexual services and/or human trafficking; insider trading; anti-harassment; equal opportunity and controlled substances.

Two fundamental inclusions to the policy/code relate to provisions addressing anti-bribery and corruption and the compliant culture. NGC recognises the increasing importance of having a clear anti-bribery and corruption policy position as a company. By including these provisions into the revised policy/code, NGC continues to signal its ongoing commitment to fostering a compliant culture within its organisation and to establishing and maintaining the governance, compliance and risk-based systems, standards, and practices essential to support said culture.

It is proposed that the revised policy/code which will provide clarity on the rules and standards of conduct expected of NGC's officers and employees, and the third parties

engaging NGC and its subsidiary entities from time to time), should be approved by NGC's Board of Directors in 2022.

NGC continues to review and revise its corporate policies, procedures, and guidelines to ensure continued alignment with legal and regulatory requirements, state guidelines and international best practices. The review and revision of the Insider Trading Policy is currently close to completion and the review and revision process in relation to NGC's Whistleblowing Policy and Procedures should be completed in 2022. Work has also been undertaken by NGC in relation to the establishment (or updating) of documentation addressing NGC's due diligence processes, and anti-bribery and corruption procedures. This is to ensure NGC's ongoing alignment with evolving anti-money laundering and anti-bribery and corruption practices. It is hoped that these processes will be finalised within sufficient time to facilitate approval and implementation in 2022/2023.

## Board & Sub-Committees

NGC's highest governing body is its Board of Directors. The Chairman and Directors of the Board are appointed by NGC's sole shareholder, Corporation Sole. The Board of

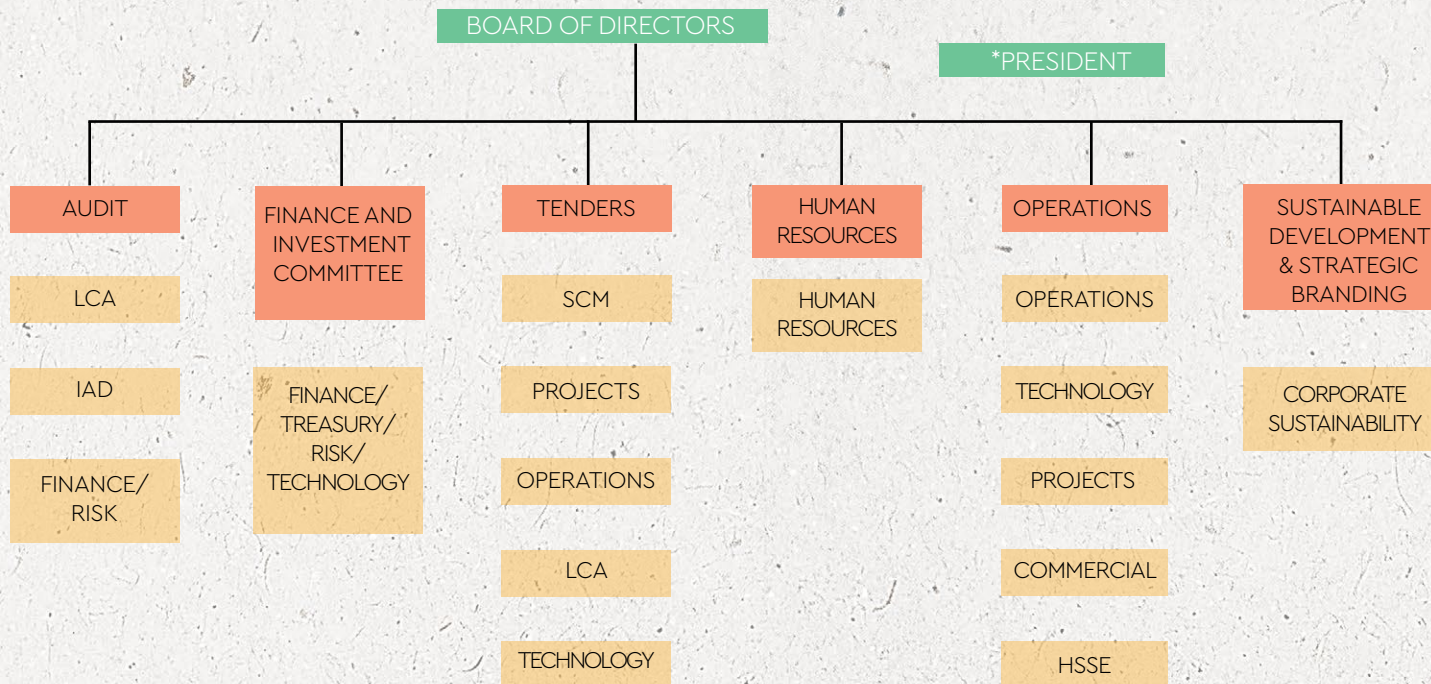
Directors comprises individuals who have extensive knowledge and experience in the energy and business environments. The current members of the Board are qualified in the fields of Energy Policy Creation, Economics, Finance, Accounting, Project Management and Engineering.

The Board of Directors, inter alia, is responsible for approving NGC's policies for implementation. The executive leadership and managers are responsible for development of strategies, procedures, and systems to effectively execute these policies, as well as for the operational management of the organisation.

The Board holds regularly scheduled meetings which facilitates the Board's regular execution of its governance obligations (including but not limited to, the effective direction and control of the organisation, the conduct of policy-related and other key decision-making activities, risk oversight, financial performance management oversight, key stakeholder relationship management oversight, and governance and compliance monitoring and development). All initiatives, investments and capital projects above a predetermined expenditure amount must obtain Board approval prior to implementation.



# NGC GROUP'S BOARD AND BOARD SUB-COMMITTEE STRUCTURE



LCA - LEGAL AND CORPORATE AFFAIRS

IAD - INTERNAL AUDIT DIVISION

SCM - SUPPLY CHAIN MANAGEMENT

HSSE - HEALTH, SAFETY, SECURITY AND ENVIRONMENT

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



## Corporate Governance, Compliance and Anti-Corruption (continued)

The Board is supported by six Board sub-committees, namely the Sustainable Development and Strategic Branding Committee ("SDSBC"), the Tenders Committee (TC), the Human Resources Committee (HR), the Finance and Investment Committee (FIC), the Operations Committee (OC) and the Audit Committee (AC), which assist the Board in overseeing executive and operational decision-making and strategy/policy execution.

As a state enterprise, NGC complies strictly with the provisions of the SEPMM in relation to the remuneration of its directors. As a result, there is no need for NGC to establish or maintain independent procedures to determine director remuneration.

In 2021, NGC undertook several Board-related activities intended to ensure the effective operation of its Board of Directors and sub-committees in accordance with best governance practices. NGC revised and implemented the Board sub-committee Terms of Reference (TOR) in relation to the OC, HRC, AC and FIC. These TORs provide the operating framework for the respective Board sub-committees; establish the rules for committee engagement by the executive and management; identify key areas for management reporting and sub-committee oversight; and provide for formal sub-committee reporting to the

Board. Board Protocols addressing the use of electronic signatures (in response to the COVID-19 pandemic) and the use, storage and transmission of sensitive information (signaling NGC's position on confidentiality which was also incorporated into its policy/code) were also adopted by NGC's Board of Directors in 2021.

In accordance with governance best practice, NGC's Board of Directors proposes to implement a Board evaluation process. This process will enable the Board to, inter alia, identify and address issues related to gender diversity and competency gaps, reduce conflict in the boardroom, and embed the compliant culture and good governance at the Board level. The evaluation process will also encourage collaborative decision making and high performance by directors and further enshrine the principles of Board

accountability and transparency into NGC's Board governance framework.

It is expected that NGC's Board evaluation process should be implemented in 2022/2023.

### Conflicts of Interest (COI)

COI reporting by directors and employees is enforced by NGC and its subsidiaries as a means of promoting transparency, identifying and mitigating potential risks, and reducing any opportunities for corruption or collusion. The fully automated COI reporting process was utilised in 2021, facilitating effortless completion of declaration forms during the fixed cycle at the beginning of the year, as well as updating of COI status during the open cycle later in the year.

Organisational Compliance with COI Declaration Submission Requirements	2021	2020	2019 (Manual system)
After fixed cycle	89%	64%	95%
End of year	N/A	97%	N/A

## Corporate Governance, Compliance and Anti-Corruption (continued)

In 2021, NGC's focus in relation to COI was the identification and assessment of COI-related risks and consequence management. In this regard, NGC has sought to identify potential areas of risk and the mitigants and controls required to address same using the bottom-up approach. The company has also reviewed its Consequence Management Policy to ensure it is relevant and able to effectively address incidents of non-compliance with the company's COI requirements. Work undertaken in these areas should be completed in 2022.

### Whistleblowing

The Whistleblowing Policy and Procedures (the Policy) was implemented in 2018. Actual or suspected misconduct, or any harmful HSE situation within NGC can be reported (including anonymously) through

	2021	2020	2019
No. of matters received through Whistleblowing Hotline	8	9	29
No. of matters addressed and/or closed during the year	5	2	26
No. of matters under investigation at the end of the year	3	7	3

the company's Whistleblowing Hotline.

Whistleblowers may be employees or other third parties who, in good faith, believe that they have evidence of insidious, unethical, or corrupt conduct. The policy protects all whistleblowers from retaliative action and provides the details of the procedure to investigate, report and take action in relation to any whistleblowing reports received. Cases raised in a particular year may be carried over to the next year, depending on when the matters were received and the level of review required.

This policy is an important part of NGC's compliance system, since as an internal control measure, it supports adherence to NGC's policies and procedures, permitting NGC, with the support of its key stakeholders, to actively monitor the company's ongoing adherence to both internal and external requirements.

All matters reported utilising the policy are thoroughly and expeditiously investigated by the company with a view to recommending and executing corrective action as and where necessary.

### Compliance with Laws and Regulations

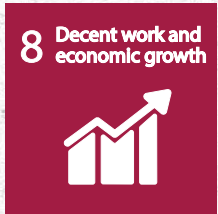
In accordance with the SEPMM, The NGC Group of Companies, as enterprises owned by the State, are required to deliver their Annual Audited Financial Statements (AFS) and the Board of Directors Annual Performance Appraisal – Appendix K (Appendix K) document to the Ministry of Energy and Energy Industries (MEEI), in its capacity as Line Ministry. A copy of the

AFS is also required to be delivered to the Ministry of Finance (MOF). In 2021, however, the delivery of the NGC Group's 2020 AFS and Appendix K within the timelines prescribed in the SEPMM, was unavoidably delayed. In accordance with compliance best practices, approval was sought and received by both MEEI and MOF for an extension of time to deliver The NGC Group's

AFS and the Appendix K. NGC delivered the documentation/information within the extended timelines.

This approach again demonstrates NGC's commitment to maintaining a compliant culture in alignment with the Group's Core Values.

# EMPLOYMENT PRACTICES





## Employment Practices (continued)

NGC aims to be an employer of choice, to attract and retain the innovative minds that will shape the future energy industry. The company provides equal opportunity to all capable individuals without discrimination on the basis of skin colour, ethnicity, religion, political persuasion, gender, physical ability or any other basis prohibited by law. We have created a working environment where employees' skills and capabilities are utilised, developed and rewarded.

NGC's employment practices are managed within the context of a robust policy framework that provides guidance regarding the responsibilities of the company and its employees, and protects the rights of both parties.

### Performance Management

NGC's Performance Management Policy advocates ongoing discussions throughout the year. Performance reviews are conducted at three intervals: planning at the beginning of the year; mid-year reviews; and end-of-year assessments. All employees are required to participate in the review process and discussions about their career progression with their supervisors throughout the year. Through the performance assessment process, strong performers may be identified, and recommendations made for progression

and development opportunities. Where employees fail to meet targets, training and developmental interventions may be required.

### Promotion of Worker Health

The company provides non-occupational medical and healthcare services through various wellness interventions. Historically, these interventions included physical fitness activities such as spin, aerobics and yoga classes. However, during the last year, the focus has been on educational programmes in the areas of financial management, health and nutrition and managing mental health. The unfortunate casualties of the COVID-19 pandemic precipitated the need for better financial awareness in the area of estate planning and management.

The challenges of balancing 'work from home', facilitation of online learning by employees with children in school, and general online fatigue, highlighted the need to promote the mental wellbeing of our employees. Several sessions were facilitated by the company's Employee Assistance Programme (EAP) in this regard, including *Understanding Children's Anxiety* and special sessions on mental health for essential frontline workers. The EAP facility also provided 24-hour service to all employees seeking consultation and advice

for individual personal matters. While the EAP provider gives the company reports on general issues affecting employees, individual employee data is held in strict confidence and not shared with the company.

### Company Pension Plan

The company provides pension benefits to permanent employees upon their normal retirement at age 60, but also provides reduced pension benefits accessible from as early as 50.

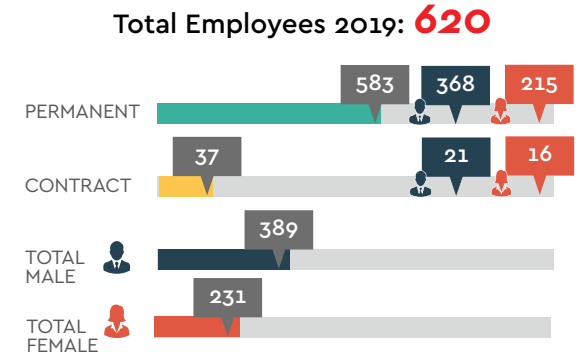
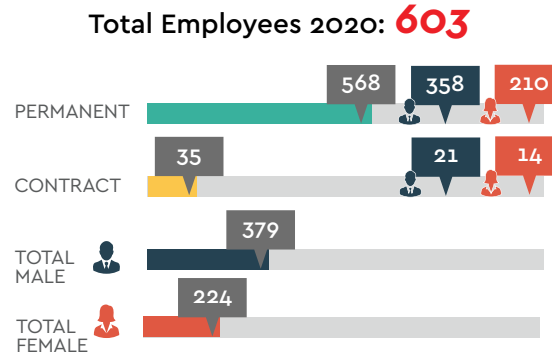
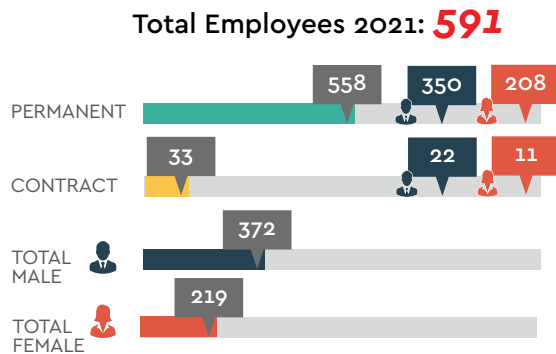
Pension benefits are provided by a Career Average Defined Benefit (CADB) pension plan, which took effect from 1 January 2019, following the winding up of the final salary Defined Benefit (DB) plan, which was effective from 01 May 1977 until 31 December 2018. In the new CADB plan, the pension is calculated based on employees' average salary.

### Collective Bargaining Agreements

None of NGC's employees are covered by Collective Bargaining Agreements.

The minimum notice period for informing employees of operational changes that may affect them is four to six weeks, depending on the nature of the change.

## Employment Practices Performance Indicators



TOTAL EMPLOYEES			2021			2020		
EMPLOYEE LEVELS			MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
LO	PRESIDENT		1	0	1	1	0	1
L1	VICE PRESIDENTS		3	1	4	3	1	4
L2	SENIOR MANAGERS/MANAGERS		24	16	40	21	17	38
L3	ASSISTANT MANAGERS/HEADS		26	35	61	48	40	88
L4	SUPERVISORS		81	25	106	63	23	86
L5	INDIVIDUAL CONTRIBUTORS		237	142	379	243	143	386
<b>TOTAL</b>			<b>372</b>	<b>219</b>	<b>591</b>	<b>379</b>	<b>224</b>	<b>603</b>

TOTAL EMPLOYEES			2021			2020		
JOB CATEGORIES			MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
NON-TECHNICAL PROFESSIONS			81	147	228	80	147	227
TECHNICAL PROFESSIONS			271	24	295	288	26	314
ADMINISTRATIVE & ANCILLARY STAFF			20	48	68	11	51	62
<b>TOTAL</b>			<b>372</b>	<b>219</b>	<b>591</b>	<b>379</b>	<b>224</b>	<b>603</b>

No. of employees due to retire in **2022**



No. of employees retired in **2021**





## TOTAL NEW HIRES

59%  
HIRE RATE

1.92%  
HIRE RATE

2.1%  
HIRE RATE



AGE GROUP	2021			2020			2019		
	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE
18-20	0	0	0	0	0	0	0	0	0
21-30	6	3	3	1	1	0	1	1	0
31-40	4	2	2	4	1	3	5	2	3
41-50	3	2	1	5	3	2	6	6	0
51-60	0	0	0	2	1	1	0	0	0
60+	0	0	0	0	0	0	2	2	0
<b>TOTAL</b>	<b>13</b>	<b>7</b>	<b>6</b>	<b>12</b>	<b>6</b>	<b>6</b>	<b>14</b>	<b>11</b>	<b>3</b>

**TOTAL**

**13**

**7**

**6**

**12**

**6**

**6**

**14**

**11**

**3**

## EMPLOYEE TURNOVER

AGE GROUP	2021			2020			2019		
	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE
18-20	0	0	0	0	0	0	0	0	0
21-30	0	0	0	1	0	1	2	2	0
31-40	4	2	2	6	4	2	10	4	6
41-50	2	1	1	4	1	3	2	1	1
51-60	15	8	7	20	13	7	19	11	8
60+	0	0	0	1	1	0	0	0	0
<b>TOTAL</b>	<b>21</b>	<b>11</b>	<b>10</b>	<b>32</b>	<b>19</b>	<b>13</b>	<b>33</b>	<b>18</b>	<b>15</b>
<b>TURN-OVER RATE</b>	<b>3.55%</b>	<b>1.86%</b>	<b>1.69%</b>	<b>5.12%</b>	<b>3%</b>	<b>2%</b>	<b>5.25%</b>	<b>3%</b>	<b>2%</b>

**TOTAL**

**21**

**11**

**10**

**32**

**19**

**13**

**33**

**18**

**15**

**TURN-OVER RATE**

**3.55%**

**1.86%**

**1.69%**

**5.12%**

**3%**

**2%**

**5.25%**

**3%**

**2%**





## Employee Benefits

Permanent	Contract (2 years or more)	Contract (1 year)	Temporary
 Retirement Pension	 Health Insurance	 Health Insurance	 Workmen's Compensation
 Life Insurance	 Life Insurance	 Workmen's Compensation	
 Accidental Death and Dismemberment	 Accidental Death and Dismemberment		
 Health Insurance	 Workmen's Compensation		
 Savings Plan	 Paid Leave, including sick, and vacation		
 Workmen's Compensation			
 Computer Lease Facility			
 Professional Membership Subscriptions			
 Employee Initiated Training and Development			
 Paid Leave, including business, sick, vacation, and study			

## Maternity Leave 2021

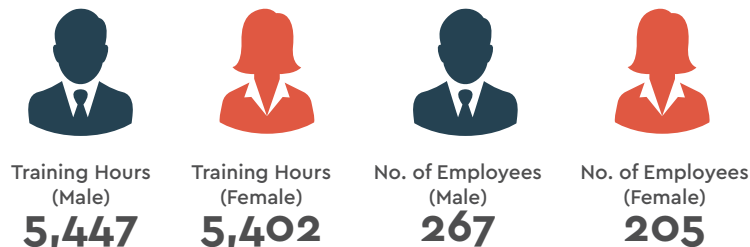


No. of employees entitled to maternity leave	219
No. of employees that took maternity leave	10
No. of employees that returned to work after maternity leave	10
No. of employees that returned to work after maternity leave ended that were still employed 12 months after their return to work	10
Return to work and retention rates of employees that took maternity leave	100%

Maternity leave (14 weeks maximum) is provided to female employees with a minimum of one-year continuous service, in accordance with the Maternity Act. NGC does not currently provide parental leave.

# Employment Practices (continued)

## Training



TRAINING CATEGORY	PROGRAMMES
SAFETY	First Aid; Defensive Driving; T-BOSIET; Self-contained Breathing Apparatus (SCBA); Certified Gas Tester; T-FOET
CONFERENCES	Energy Efficiency and Renewables Conference; John Maxwell Leadership Conference and AMCHAM HSSE Conference & Exhibition; Energy Chamber of Trinidad and Tobago Energy Conference
GENERAL	Future of Work; Presentation Skills; Business Writing, Emotional Intelligence
TECHNICAL	Root Cause Analysis

Levels Female	Training Hrs.	# Employees	Conferences	Safety	General	Technical
Lo President	0	0				
L1 Vice Presidents	63	2	40%	0%	0%	33%
L2 Managers/Senior Managers	537	19	54%	100%	100%	75%
L3 Assistant Managers/ Heads	1,070	27	58%	11%	83%	65%
L4 Supervisors	676	20	49%	5%	61%	56%
L5 Individual contributors	3,056	137	62%	13%	82%	38%

Levels Male	Training Hrs.	# Employees	Conferences	Safety	General	Technical
Lo President	0	0				
L1 Vice Presidents	103	3	60%	0	0	66%
L2 Managers/ Senior Managers	374	19	46%	0	0	25%
L3 Assistant Managers/ Heads	603	22	42%	89%	17%	35%
L4 Supervisors	1,380	60	51%	95%	39%	44%
L5 Individual contributors	2,987	163	38%	87%	18%	62%



## Conclusion

NGC has taken the bold step to produce our fifth Sustainability Report with reference to the GRI Standards 2021. The company also joined the Global Reporting Initiative in 2021, becoming the first company from Trinidad and Tobago to be registered as a member of the GRI Community. We recognise that we still have a long way to go to achieve our sustainability goals.

NGC is however, emboldened by the positive responses of our employees, business partners, and other stakeholders to the Green Agenda – a call to action on the important issue of climate adaptation. We are pleased to lead the charge to create a greener, more resilient, and sustainable Trinidad and Tobago.

We invite you to share with us, the aspects of sustainability you deem most important. This will assist us in improving our sustainability performance and reporting.

[info@ngc.co.tt](mailto:info@ngc.co.tt)







Please send us  
your feedback

**Mailing Address:**

The National Gas Company of Trinidad and Tobago Limited  
Orinoco Drive  
Point Lisas Industrial Estate  
Republic of Trinidad and Tobago, W.I.

Email: [info@ngc.co.tt](mailto:info@ngc.co.tt)  
Tel: +1 (868) 636-4662 / 4680  
Fax: +1 (868) 679-2384  
[www.ngc.co.tt](http://www.ngc.co.tt)







**THE NATIONAL GAS COMPANY  
OF TRINIDAD AND TOBAGO LIMITED**

[www.ngc.co.tt](http://www.ngc.co.tt)