



THE NATIONAL GAS COMPANY
OF TRINIDAD AND TOBAGO LIMITED

PURSUING
Sustainability
AT THE FOREFRONT
OF ENERGY

SUSTAINABILITY REPORT 2022



COMMUNITY MEMBER

2023

PURSuing
Sustainability
AT THE FOREFRONT
OF ENERGY





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A WORD FROM OUR PRESIDENT



MARK LOQUAN, PRESIDENT

PURSUING *Sustainability* AT THE FOREFRONT OF ENERGY

THE GLOBAL ENERGY
INDUSTRY EXPERIENCED
EXTREME VOLATILITY AND
UNCERTAINTY IN 2022.

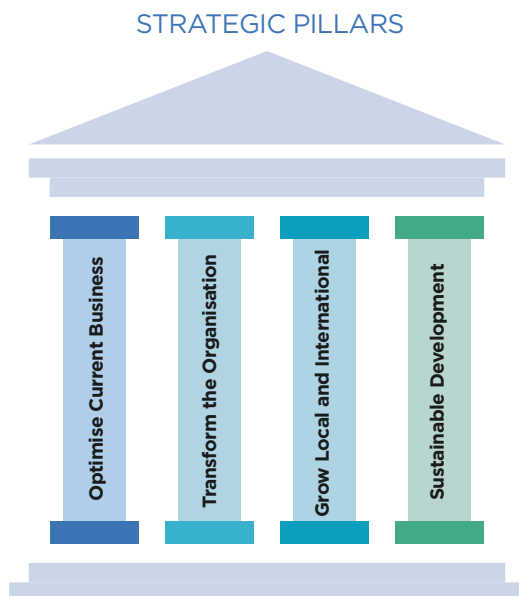
Countries gradually emerged from the pandemic, resulting in increased economic activity. Russia's invasion of Ukraine and the subsequent reduction in the supply of natural gas from Russia triggered a rise in the cost of the commodity worldwide. In response to elevated natural gas and liquefied natural gas (LNG) prices as well as extraordinary weather conditions, Europe reverted to burning coal for energy production. This represented a major setback in the global energy transition. In 2022, the energy trilemma - the need to balance competing priorities of energy security, affordability, and sustainability - became even more critical.

A Word from Our President

Despite the changing global economic environment, NGC remained keenly focused on sustainability. The company continued to target maximum value creation from the nation's natural gas in the short-to-medium term, while embracing the energy transition for the company's long-term sustainability.

NGC's Sustainability Strategy

Sustainability is at the centre of NGC's five-year strategic plan. We are building



a sustainability house, founded on the principles of good governance, safety and environmental preservation, people development and value optimisation. The sustainability strategy, encapsulated in The NGC Group's Green Agenda, is supported by the company's strategic pillars, which have been transformed to go beyond merely increasing its national contribution, to include measurable sustainable development impacts alongside business optimisation, organisational transformation, and local and international growth.

NGC has also established sustainability targets that represent the company's efforts towards the achievement of Trinidad and Tobago's Nationally Determined Contributions (NDCs) to the Paris Agreement, as follows:

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 a **50 percent** reduction in fugitive methane emissions from The NGC Group's operations

3. By 2030, to achieve **2 percent** of Trinidad and Tobago's NDCs target for greenhouse gas (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**

In its role as Trinidad and Tobago's natural gas merchant, NGC continued to pursue opportunities to increase the supply of natural gas to sustain the country's value-generating downstream industries. While the company continued to be challenged by natural gas supply issues, NGC achieved a major milestone in September 2022 with the execution of a gas sales agreement with one of the country's primary natural gas suppliers, BP Trinidad and Tobago (bpTT). NGC also continued to pursue supply opportunities onshore, in deep water and in cross-border fields such as Dragon and Manatee.

Towards the end of the year, the Government of the Republic of Trinidad and Tobago (GORTT), along with NGC, bpTT and Shell Trinidad and Tobago Limited (Shell), signed a revised Heads of Agreement that will see the unitisation of Atlantic's LNG facilities.

A Word from Our President

Currently, each train is owned by different shareholders. The unitisation agreement aims to restructure the shareholding of Atlantic's LNG facilities under a common ownership structure.

The simplified model will facilitate greater operational and commercial efficiency and would potentially make more LNG available to NGC for regional and international trade. The company is currently examining the feasibility of small-scale LNG as a solution to help advance the energy transition in the Caribbean region where many countries still utilise fuel oil and diesel for electricity, industry and transport.

Embedding Sustainability within the Organisation

In 2022, NGC focused on further embedding sustainability into the hearts and minds of its employees and stakeholders. At its mid-year extended leadership retreat, divisional leaders were required to generate and present Green Agenda initiatives. Some plans were aligned to international trends such



as the inclusion of green clauses in legal contracts and commercial arrangements, development of green prequalification criteria and pursuit of sustainable investments/financing. Implementation commenced where possible in 2022. For example, the organisation's communication channels and content were re-imagined and transformed to reflect the company's future-forward position. It is intended that all plans will be refined and implemented in 2023.

NGC's Green Agenda was also incorporated into the company's balanced scorecard for the first time. This milestone represents the company's commitment to sustainability by establishing measurable deliverables that could impact the organisation's overall performance and performance-linked incentives. To further entrench sustainability into the culture, the onboarding process for new hires as well as NGC's vacation internship programme were amended to include the Green Agenda.

Vision

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

NGC STRATEGY 2021-2025

Mission

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

Green Agenda



Safety & Environmental Preservation



Integrity



Excellence



Employee Engagement



Transparency



Corporate Social Responsibility



Customer Focus

A Word from Our President

Influencing Change along the Energy Value Chain

Energy efficiency came into focus as a natural gas supply management tool in 2022. NGC continued to tighten its monitoring and measurement mechanisms, utilising satellite imaging along with land-based leak detection and repair (LDAR) technology to detect methane leaks. This allowed the company to reduce emissions of environmentally harmful methane — which is the biggest component in natural gas — into the atmosphere. It also saved gas molecules that could be utilised for value creation. Conversations commenced with some of the country's gas suppliers on the use of NGC's satellite monitoring system to assist with leak detection in the near future.

In addition to leak mitigation, NGC leveraged its knowledge and experience in natural gas management to improve the country's gas-based electricity production. All parties in the electricity production value chain agreed to collaborate on implementing energy efficiency measures, such as improved



asset integrity management, to ensure consistent use of combined cycle electricity production. The emphasis on energy efficiency had a positive impact

on energy security and carbon reduction, as less natural gas would be used for electricity.

NGC continued to work with stakeholders on committees, including the Cabinet-appointed Carbon Capture and Carbon Dioxide Enhanced Oil Recovery Steering Committee, the Point Lisas Energy Association and The Energy Chamber, to advance the concept of 'Point Lisas 2.0'. This industrial estate of the future will feature carbon capture, utilisation and storage (CCUS) with carbon sequestered from ammonia plants, and blue and green hydrogen being used as feedstock. NGC envisions a new energy eco-system driven by technology that addresses the energy trilemma in a profitable and just manner.

In 2022, NGC also continued to provide support on the National Council for Sustainable Development of Trinidad and Tobago. The company shared its wide-ranging expertise on this important committee that is responsible for implementing the country's National Environmental Policy action plan.

A Word from Our President

Achieving Operational Excellence

NGC accomplished major milestones related to operational excellence during 2022. In 2021, NGC joined the voluntary United Nations Environmental Programme (UNEP) Oil and Gas Methane Partnership (OGMP 2.0). The OGMP is a multi-stakeholder global partnership to improve the accuracy and transparency of methane emissions reporting, which is crucial to monitoring the impacts of this harmful GHG. In May 2022, NGC produced its first OGMP report for which the company received the OGMP Gold Standard for reporting. This achievement is attained by companies with clearly elaborated targets to reduce methane emissions by 2025, and represents international acknowledgement of the work we have committed to do over the coming years.

A significant forward step was made in the area of Asset Integrity Management

(AIM) in 2022. In an audit conducted by DNV, an accredited international registrar and classification firm, NGC achieved AIM performance scores of 2.8 and 2.6 for systems and equipment criteria respectively. This represented the cumulative efforts of several divisions across the organisation over the past seven years. Due to the implementation of a comprehensive AIM framework and Process Safety Management Systems, it has steadily improved its AIM performance scores since its 2015 DNV audit when the company obtained scores of 1.79 (system) and 1.64 (equipment). These results demonstrate the company's continued commitment to continuous learning and operational excellence.

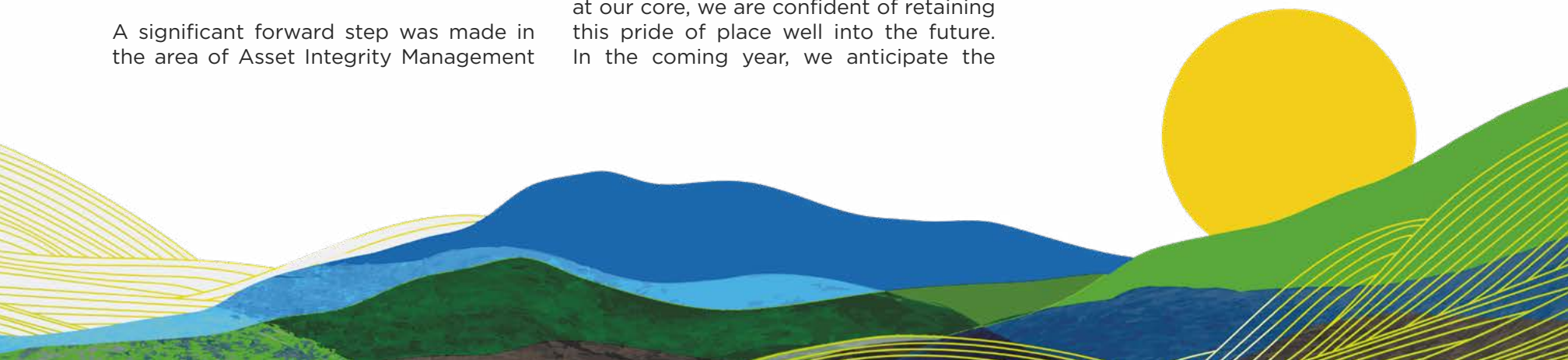
NGC has been positioned at the forefront of Trinidad and Tobago's energy industry for over 45 years and with sustainability at our core, we are confident of retaining this pride of place well into the future. In the coming year, we anticipate the

implementation of sustainability plans and initiatives to continue to advance the Green Agenda both within the organisation and among our stakeholders and partners.

At NGC, we understand that partnership and collaboration are key to achieving the shared goal of longevity and prosperity. We therefore look forward to sharing our learnings locally and regionally to secure a sustainable future for all.



Mark Loquan
President



Sustainability Reporting Practice

For its sixth annual sustainability report, The National Gas Company of Trinidad and Tobago Limited, (NGC), will disclose information on its economic, environmental, social and governance performance for the period 01 January 2022 to 31 December 2022.

The complete financial performance of NGC and its subsidiary companies can be found in a consolidated annual report, which will be published in 2023. Both reports can be accessed on the company's website: **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 NGC and not its 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), NGC CNG Company Limited (NGC CNG), and La Brea Industrial Development Company Limited (LABIDCO). The legal structure of The NGC Group of Companies is presented on page 23 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**



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 01 January 2022 to 31 December 2022 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	18-21
2-2 Entities included in the organisation's sustainability reporting	10
2-3 Reporting period, frequency and contact point	10
2-4 Restatements of information	73
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Global Reporting Initiative (GRI) Content Index

GRI STANDARD

GRI 2: General Disclosures 2021

DISCLOSURE

LOCATION

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2-25 Processes to remediate negative impacts	28, 104-106, 117-119
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2-28 Membership associations	26
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2-30 Collective bargaining agreements	125
3-1 Process to determine material topics	35-36
3-2 List of material topics	35
3-3 Management of material topics	40, 50, 60, 72, 82 100, 114, 122

Global Reporting Initiative (GRI) Content Index

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, which will be published separately in 2023, will be available at www.ngc.co.tt
	201-2 Financial implications and other risks and opportunities due to climate change	11.2.2	5, 40-46
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	11.14.4	40-46
	203-2 Significant indirect economic impacts	11.14.5	40
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	11.14.6	46
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	11.20.2	114-115
	205-2 Communication and training about anti-corruption policies and procedures	11.20.3	114-115
	205-3 Confirmed incidents of corruption and actions taken	11.20.4	114-115
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	11.1.1	77
	302-2 Energy consumption outside of the organisation	11.1.2	77
	302-3 Energy intensity	11.1.3	77
	302-4 Reduction of energy consumption	11.1.3	77
	302-5 Reductions in energy requirements of products and services		Not Applicable

Global Reporting Initiative (GRI) Content Index

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	74-76
	305-2 Energy indirect (Scope 2) GHG emissions	11.1.6	74-76
	305-3 Other indirect (Scope 3) GHG emissions	11.1.7	75
	305-4 GHG emissions intensity	11.1.8	75
	305-5 Reduction of GHG emissions	11.2.3	75
	305-6 Emissions of ozone-depleting substances (ODS)		Not Applicable
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions		Not Applicable
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	127-128
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	11.10.3	129
	401-3 Parental leave	11.10.4	128
GRI 402: Labour/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	11.10.5	125

Global Reporting Initiative (GRI) Content Index

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	82-83
	403-2 Hazard identification, risk assessment, and incident investigation	11.9.3	87-90
	403-3 Occupational health services	11.9.4	94
	403-4 Worker participation, consultation, and communication on occupational health and safety	11.9.5	87-89
	403-5 Worker training on occupational health and safety	11.9.6	84-86
	403-6 Promotion of worker health	11.9.7	123
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	11.9.8	91-93
	403-8 Workers covered by an occupational health and safety management system	11.9.9	83
	403-9 Work-related injuries	11.9.10	95
	403-10 Work-related ill health	11.9.11	96
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	11.10.6	130
	404-2 Programmes for upgrading employee skills and transition assistance programmes	11.10.7	131-132
	404-3 Percentage of employees receiving regular performance and career development reviews	Not listed under Oil & Gas Sector Standard	

Global Reporting Initiative (GRI) Content Index

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	105-106
	413-2 Operations with significant actual and potential negative impacts on local communities	11.15.3	56-57, 105-106
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	11.10.7	45
	414-2 Negative social impacts in the supply chain and actions taken	11.10.9	45-46



“Saving our planet, lifting people out of poverty, advancing economic growth... these are one and the same fight. We must connect the dots between climate change, water scarcity, energy shortages, global health, food security and women’s empowerment. Solutions to one problem must be solutions for all.”

— BAN KI-MOON, FORMER SECRETARY-GENERAL OF THE UNITED NATIONS

About NGC: Who We Are

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 and 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 its strong history, financials, asset base and human capital, as well as its 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 development process.

Incorporated in August 1975 by the Government of the Republic of Trinidad and Tobago (GORTT) as a 100 percent 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.



Starting in 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.

The success of NGC's business model for optimising natural gas resources for long-term industrial development, prosperity, resilience, and sustainability attracts 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 Trinidad and Tobago's country 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 the country using national energy resources. This makes NGC and its subsidiaries attractive business partners, even beyond the investment-grade rating.

What We Do

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.



NGC'S MAIN
SUBSIDIARIES

Other areas of business include (non-operated) joint venture 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 consistent profitability makes the Group 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 supplies 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

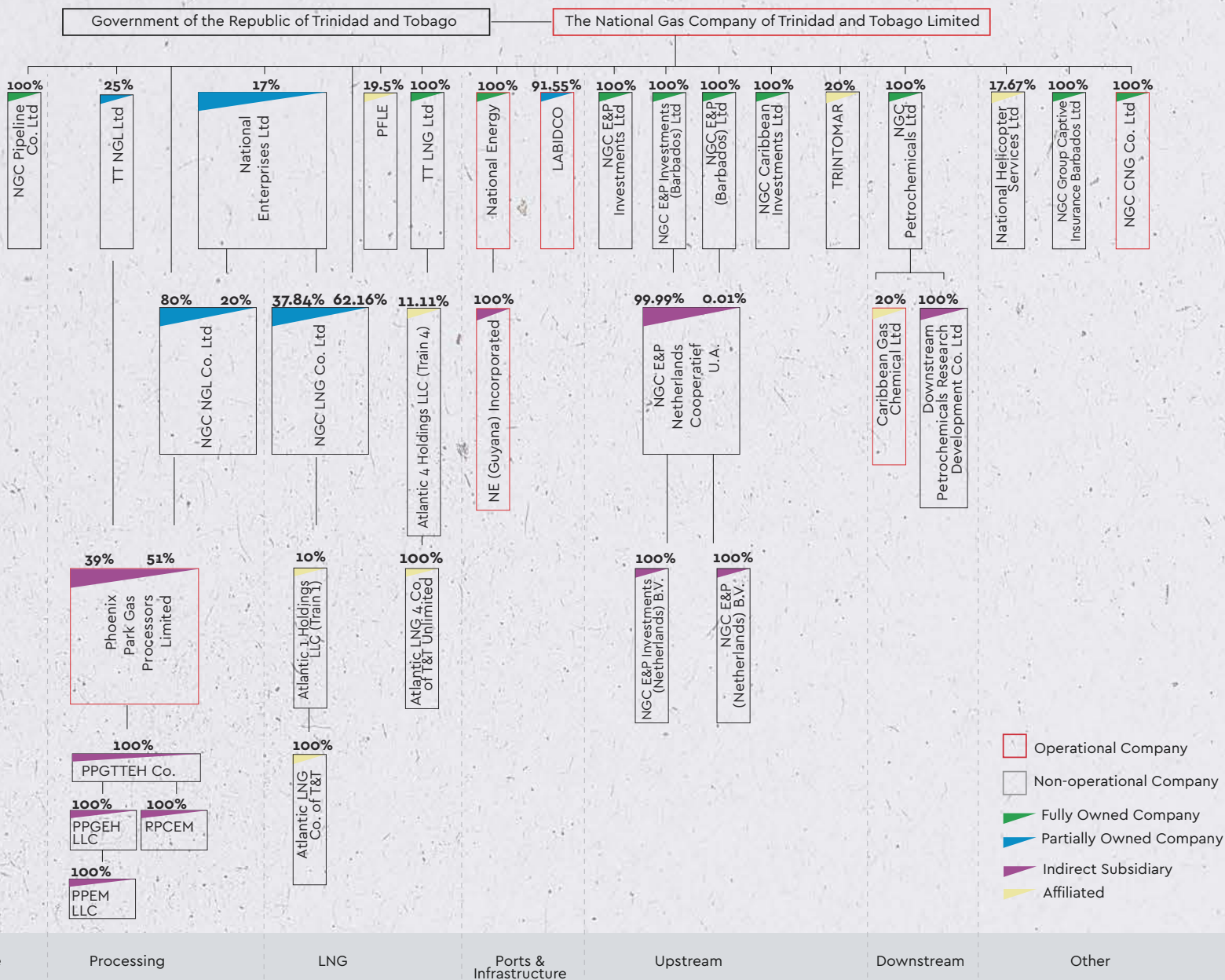
CORE VALUES

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



NGC Group of Companies Legal Structure

Version 2022



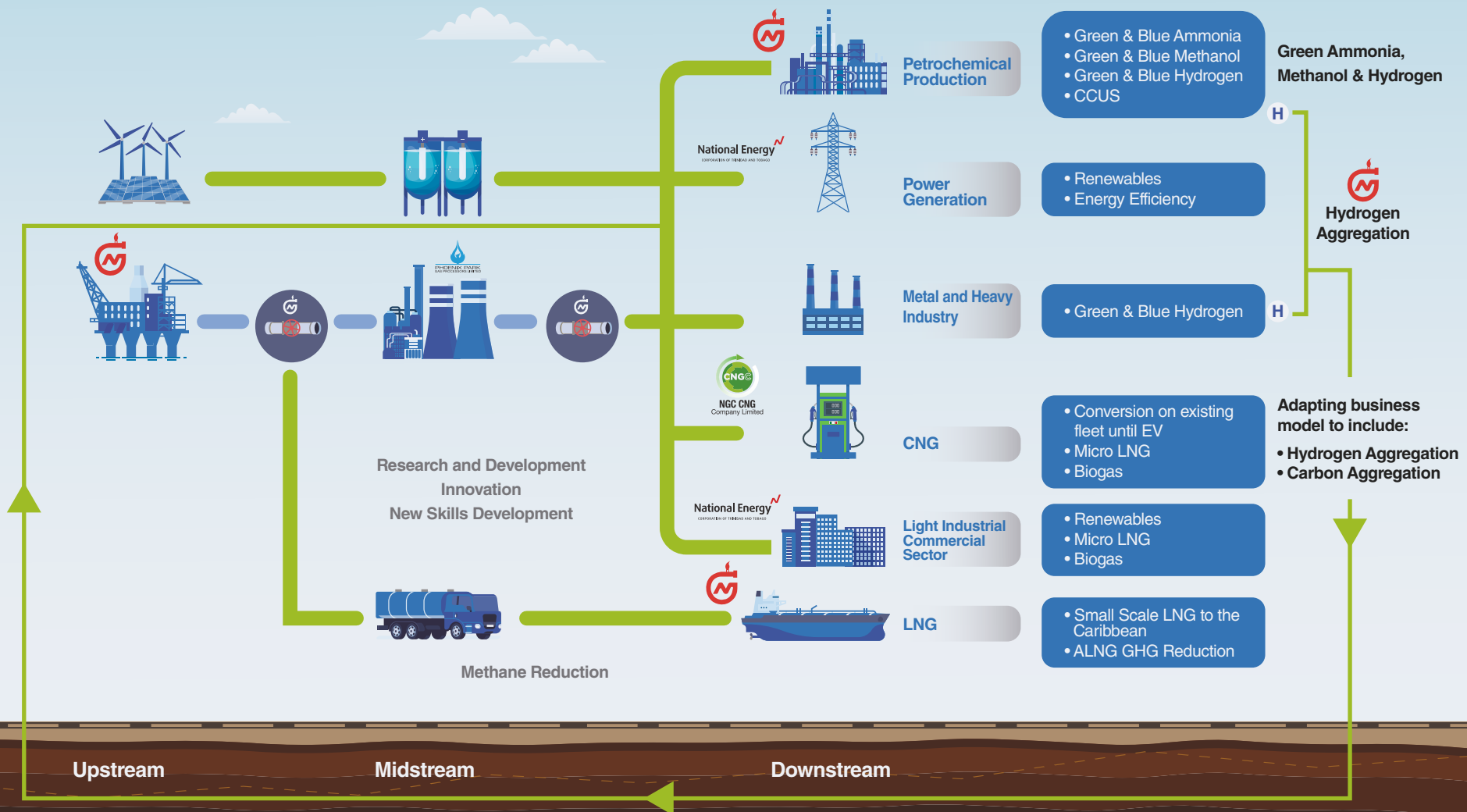
NGC's Facilitation of Point Lisas 2.0



Estate, Port & Marine Supporting Infrastructure



Source: NGC OSM April 2022



Credit Rating

S&P Global
Ratings

BBB-/STABLE

MOODY'S

BA2/STABLE

CariCRIS
Caribbean Information and
Credit Rating Services Limited

CARIAA/STABLE



Associations and Initiatives



Health, Safety, Security and Environment

- AMCHAM Environment Committee
- Association of Upstream Operators of Trinidad and Tobago (AUOTT)
- Cabinet-Appointed Committee for the Development of a National Energy Conservation and Energy Efficiency Action Plan for Trinidad and Tobago
- Centre for Chemical Process Safety (CCPS)
- Employers Consultative Association (ECA)
- Energy Sector Security Initiative (ESSI)
- National Emergency Operations Centre
- Point Lisas Energy Association (PLEA)
- Safe to Work (STOW)
- Southeast and Southwest Security Councils
- Trinidad and Tobago Emergency Mutual Aid Scheme (TTEMAS)



Sector Sustainability

- American Chamber of Commerce of Trinidad and Tobago (AMCHAM)
- Association of Oil, Gas and Renewable Energy Companies of Latin America and the Caribbean (ARPEL)
- Couva/Point Lisas Chamber of Commerce
- Energy Chamber of Trinidad and Tobago
- Global Reporting Initiative (GRI)
- GPA Midstream Association
- Human Resource Management Association of Trinidad and Tobago (HRMATT)
- International Gas Union (IGU)
- Ministry of Energy and Energy Industries Permanent Local Content Committee (PLCC)
- Shipping Association of Trinidad and Tobago
- Standing Committee on Energy
- Trinidad and Tobago Chamber of Industry and Commerce (TTCIC)
- Trinidad and Tobago Manufacturers' Association (TTMA)
- Trinidad and Tobago Upstream Operators Group (TTUOG)
- Trinidad and Tobago Extractive Industries Transparency Initiative (TTEITI)



Greenhouse Gas Reduction

- Oil and Gas Methane Partnership
- International Gas Union (IGU)
- Methane Emissions Committee
- IGU Gas Market Committee
- PLEA Subcommittee on Green Agenda

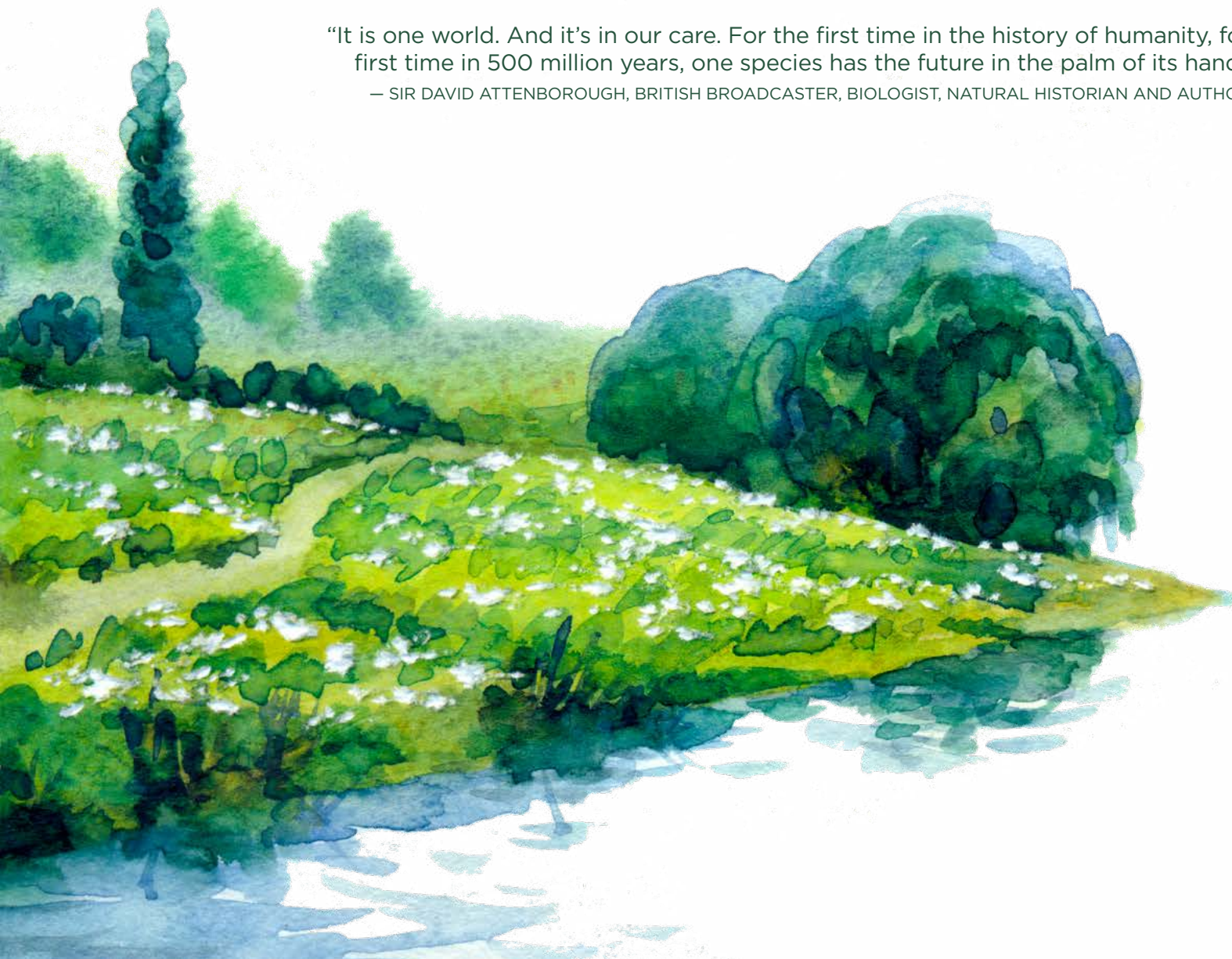


Energy Transition

- Cabinet-Appointed Carbon Capture and Carbon Dioxide (CO₂) Enhanced Oil Recovery Steering Committee
- National Council for Sustainable Development in Trinidad and Tobago
- University of Trinidad and Tobago (UTT) Process Engineering Industrial Advisory Board

“It is one world. And it’s in our care. For the first time in the history of humanity, for the first time in 500 million years, one species has the future in the palm of its hands.”

— SIR DAVID ATTENBOROUGH, BRITISH BROADCASTER, BIOLOGIST, NATURAL HISTORIAN AND AUTHOR



Stakeholder Engagement

NGC recognises the importance of stakeholders in maintaining efficient and effective business operations, as stakeholders have an interest in and influence over the company's activities. NGC manages its relationships by firstly identifying its stakeholders through continuous monitoring and assessment of its micro and macro environments.

Stakeholders are categorised based on their relative level of interest and ability to affect the company's operations. This assessment guides the development of stakeholder relationship management plans that are implemented by line divisions as well as NGC's dedicated Stakeholder Relations Management Department. From the employees that create and deliver services to our customers; the customers that purchase our product; the upstream producers that supply natural gas for our customers; to the communities in which we operate – NGC engages with all stakeholder groups to create maximum value while minimising negative impacts on the economy, the environment and people.

NGC'S MAJOR STAKEHOLDER GROUPS



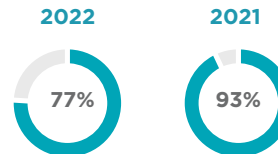
Stakeholder Engagement

In April 2022, NGC participated in The Energy Chamber of Trinidad and Tobago's Downstream Operators Forum. The aim of this forum was to provide information on major upcoming projects and activities over the next few years to help service companies plan their business and be ready for potential opportunities. NGC shared information on its prequalification and tender processes, supplier performance, management policies and procedures, and alignment with Trinidad and Tobago's new Procurement Act.

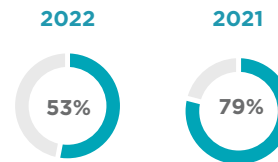
STAKEHOLDER ENGAGEMENT PLANS

In 2022, the overall percentage implementation of stakeholder engagement plans – both internal and external – showed a decrease. Several plans were made to host physical activities, in anticipation of the removal of COVID-19 pandemic restrictions. However, some restrictions were maintained and affected the company's ability to implement some planned activities. This is an area for improvement that will be addressed in the coming year, as restrictions have been significantly relaxed.

OVERALL
MILESTONES
RELATED TO
INTERNAL
ENGAGEMENT
PLANS
ACHIEVED (%)



OVERALL
MILESTONES
RELATED TO
EXTERNAL
ENGAGEMENT
PLANS
ACHIEVED (%)

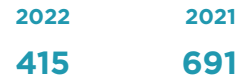


The response rate showed a decrease by approximately 24 percent in 2022 compared to the 2021 stakeholder survey. However, the respondents to the 2022 survey were more evenly distributed among stakeholder groups as opposed to the 2021 survey, in which most respondents were service providers.

2022 STAKEHOLDER SURVEY

A survey was conducted in 2022 to obtain feedback from stakeholders about their interactions with the company. Some of the survey results are highlighted below.

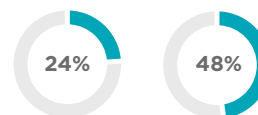
NO. OF
SURVEYS
ISSUED



NO. OF
RESPONSES
RECEIVED



RESPONSE
RATE

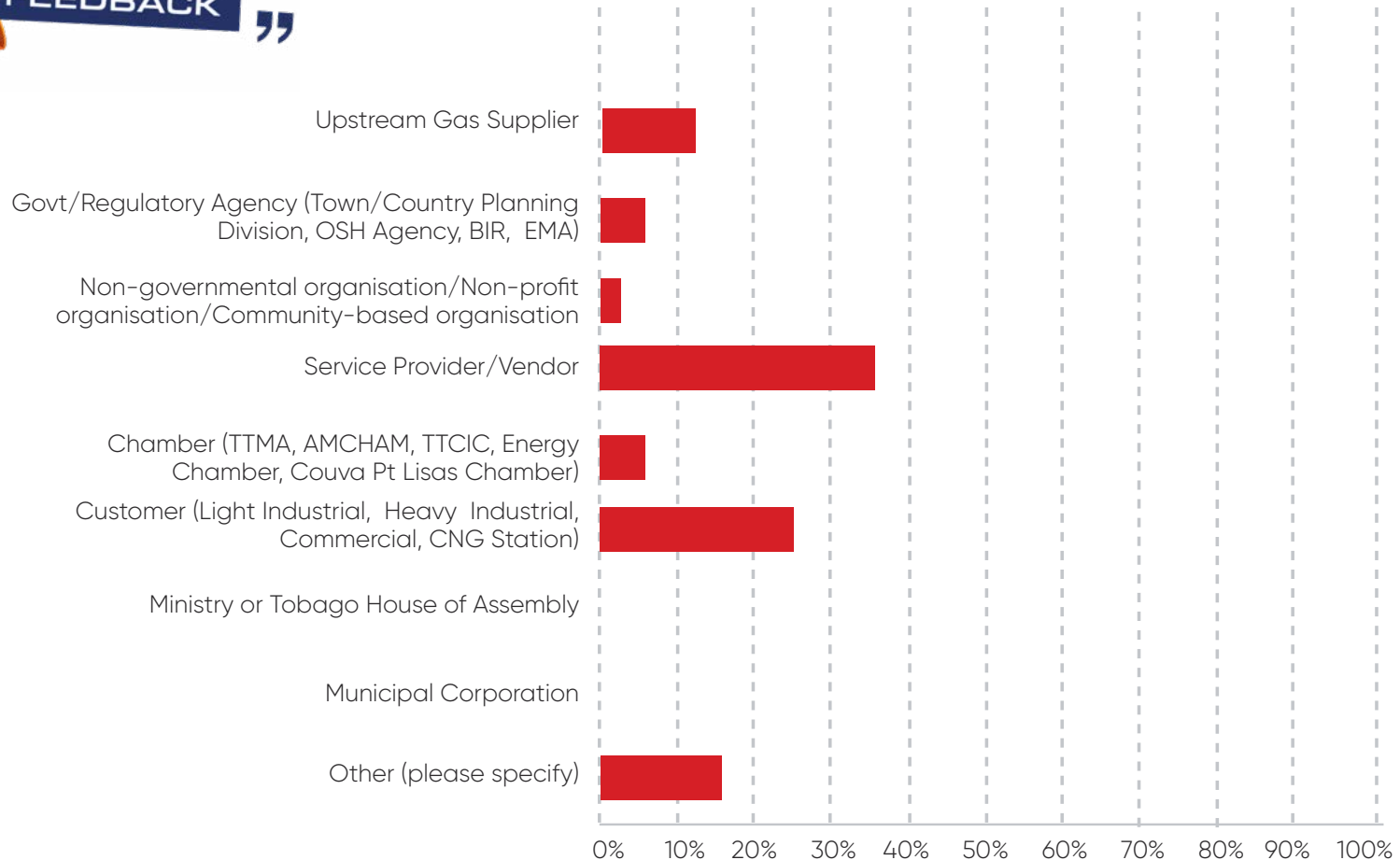


Stakeholder Engagement

Year: 2022



PLEASE INDICATE THE STAKEHOLDER CATEGORY TO WHICH YOU BELONG:



Stakeholder Engagement

Year: 2022



Respondents indicated that they preferred to receive information about NGC's business and the Green Agenda.

This shows that the company's sustainability strategy is resonating with its stakeholders.

WHAT TYPE OF INFORMATION DO YOU
PREFER TO RECEIVE FROM US?
SELECT OPTIONS THAT ARE APPLICABLE TO YOU

ANSWERED: 87

SKIPPED: 11

Information about NGC's financials

Information on NGC's
business activitiesInformation about
NGC's Green Agenda

Other



0% 20% 40% 60% 80% 100%



Stakeholder Engagement

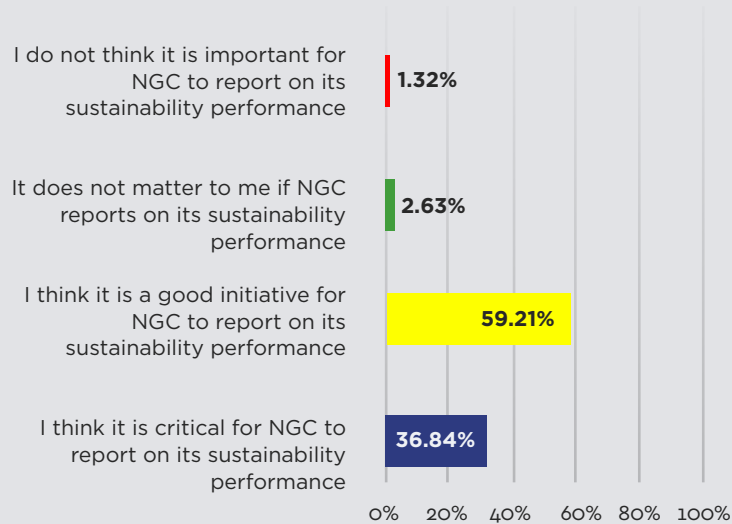
Year: 2022

The majority of respondents thought that the company should report on its sustainability performance.

DO YOU THINK IT IS IMPORTANT FOR NGC TO REPORT ON ITS SUSTAINABILITY PERFORMANCE?

ANSWERED: 76

SKIPPED: 22



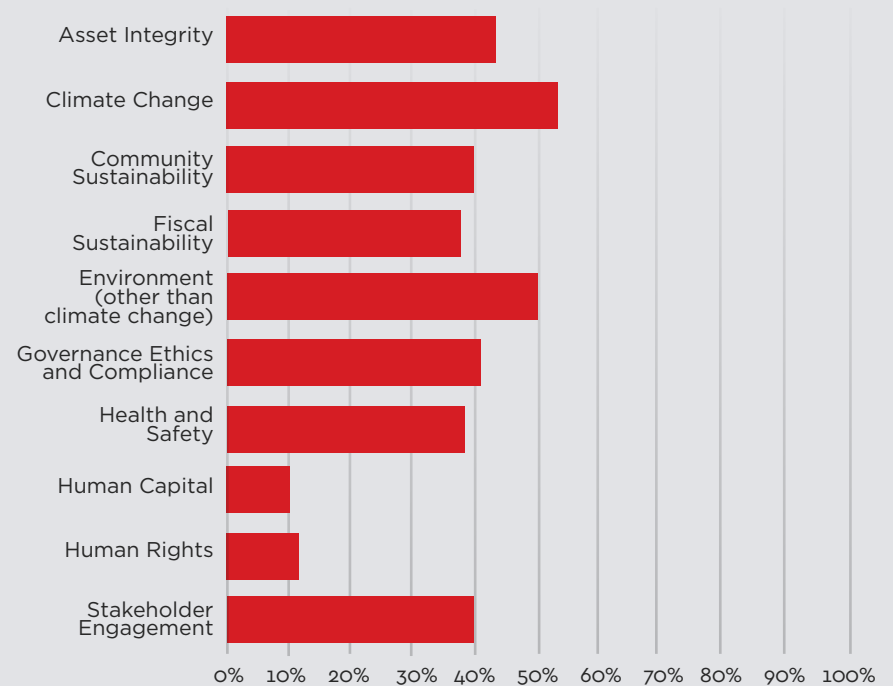
Respondents were most interested in knowing about NGC's performance as it relates to 'climate change', 'asset integrity', 'the environment (other than climate change)', and 'governance, ethics and compliance'.

WHAT ASPECTS OF SUSTAINABILITY PERFORMANCE WOULD YOU WANT NGC TO REPORT ON?

PLEASE SELECT ALL OPTIONS THAT APPLY

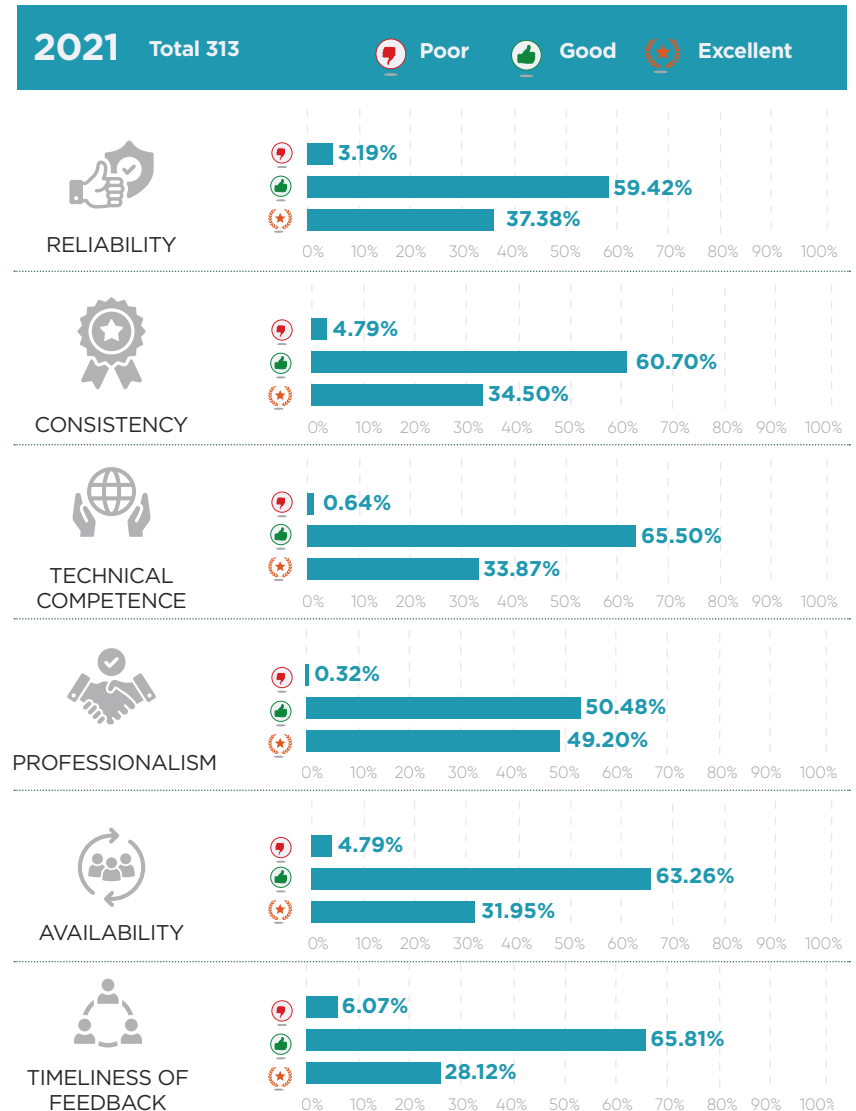
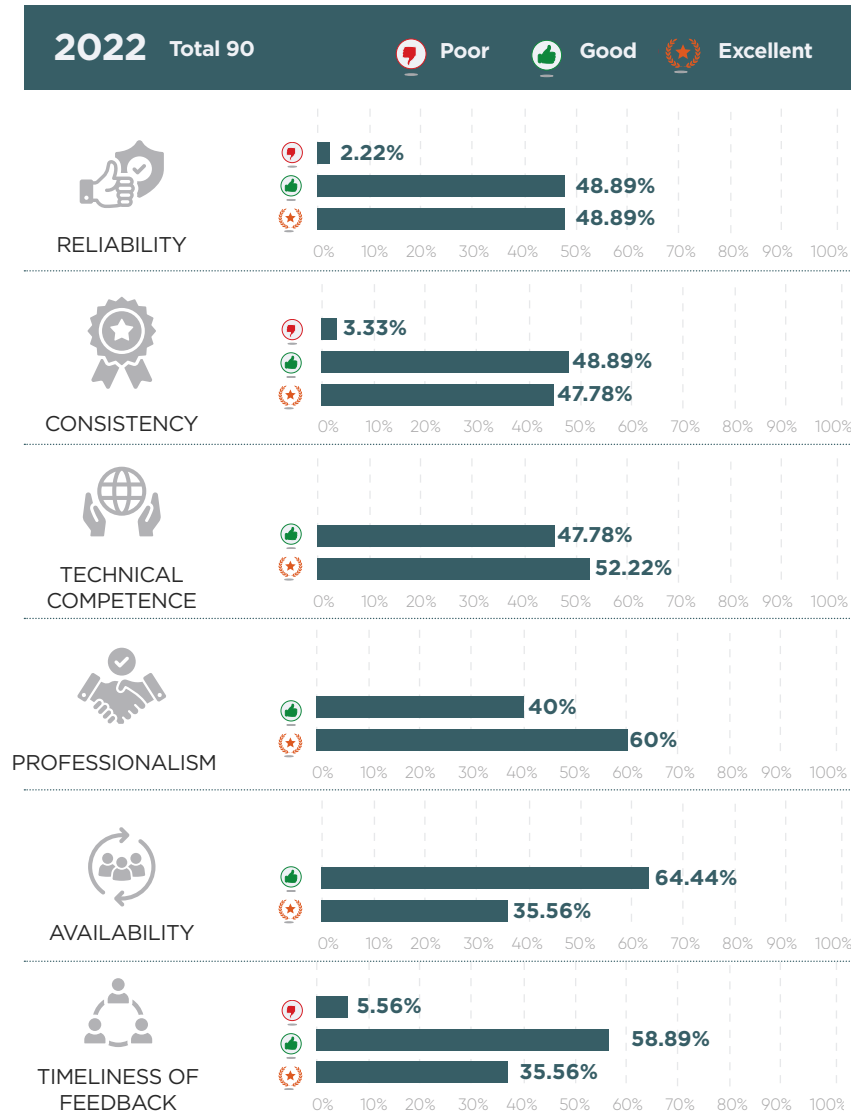
ANSWERED: 76

SKIPPED: 22



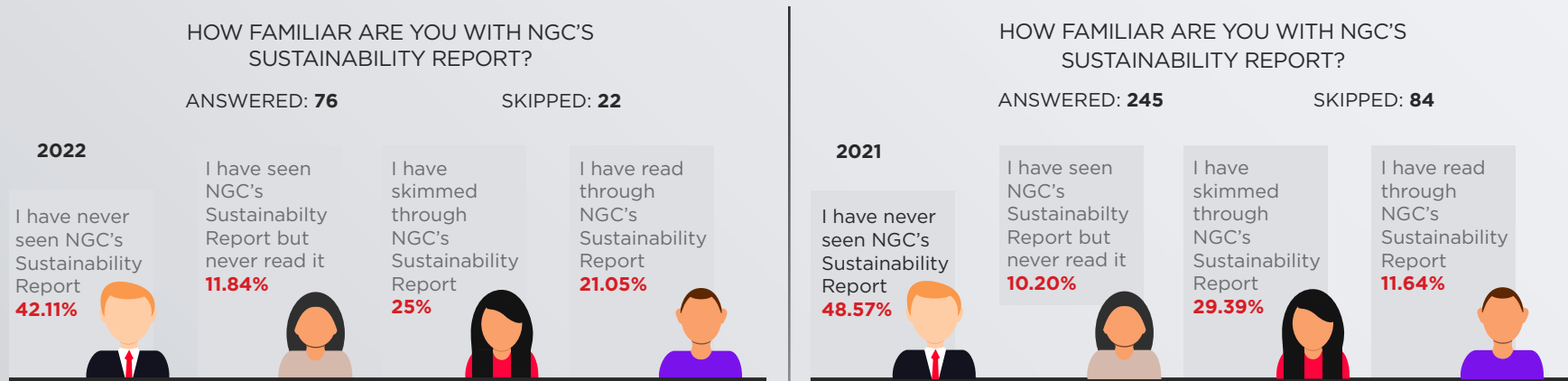
Stakeholder Engagement

Respondents were invited to rate their interactions with the company as 'Poor', 'Good' or 'Excellent' in six service categories. **There was an improvement overall in 2022 as a higher percentage of respondents rated their interactions as 'Excellent' compared to 2021.**



Stakeholder Engagement

In the 2022 survey, the percentage of respondents indicating that they had read through NGC's Sustainability Report increased from 11.84% in 2021 to **21.06%** in 2022.



Materiality

NGC conducted a materiality assessment exercise in 2021, which will be applied for the period 2021 – 2022. The process commenced with a review of the organisation's business environment, including the evolving nature of the business itself. NGC is a fully owned state company that owns and operates the majority of Trinidad and Tobago's network of natural gas pipelines. The country's electricity is currently produced from natural gas supplied by NGC. The company also supplies natural gas as feedstock for methanol, ammonia, urea and other downstream products. As part of its Green Agenda strategy, NGC has been continuously investing in the development of renewables and alternative energy sources to ensure the sustainability of its business and a continued supply of energy for the country.

The materiality assessment therefore involved in-depth discussions with NGC's Leadership Team to obtain their views on the material topics using the GRI Oil & Gas Sector Standards 2021 as a point of reference. Employees were also randomly selected to participate in an online survey in which they indicated the topics they considered most significant for the company to report on.

An independent consultant was engaged to conduct a series of focus groups with a range of NGC stakeholders. Participants were guided through open discussions about NGC's business context and the potential and actual impacts the company could have on the economy, the environment and people. Arising out of the discussions, the areas deemed to have the highest actual or potential impacts were listed.

The following stakeholder groups participated in the sessions:



Upstream Operators



Service Providers



Downstream Operators



CSR Partners



Business Chambers



LIC Customers

The results of the discussions and survey were aggregated, and the top eight topics were selected for the sustainability reports for 2021 and 2022.

MATERIAL TOPICS INCLUDED IN THIS REPORT



Economic Impacts



Asset Integrity and Critical Incident Management



Climate Change, Adaptation and Resilience



GHG Emissions



Occupational Health and Safety



Local Communities

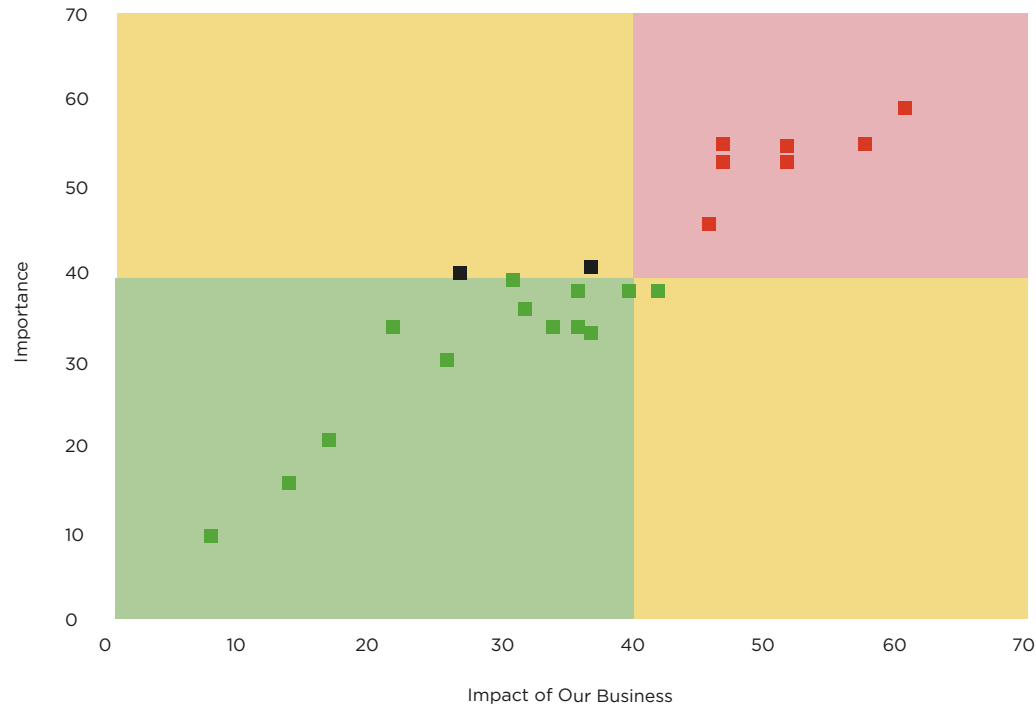


Corporate Governance, Compliance and Anti-Corruption



Employment Practices

NGC's Material Topics 2021–2022



- Rights of Indigenous Peoples (8, 10)
- Forced Labour, Modern Slavery, and Migrant Labour (14, 16)
- Freedom of Association and Collective Bargaining (17, 21)
- Biodiversity (26, 30)
- Closure & Rehabilitation (22, 34)
- Land & Resource Rights (27, 40)

- Waste (32, 36)
- Public Policy (36, 34)
- Anti-Competitive Behaviour (31, 39)
- Non-Discrimination & Equal Opportunity (37, 33)
- Conflict & Security (37, 41)
- Employment Practices (42, 38)
- Air Emissions (40, 38)

- Water & Effluents (34, 34)
- Payments to Governments (36, 38)

- Anti-Corruption (46, 46)
- Local Communities (52, 54)
- GHG Emissions (52, 53)
- Occupational Health & Safety (47, 53)
- Climate Adaptation, Resilience & Transition (58, 55)
- Asset Integrity & Critical Incident Management (47, 55)
- Economic Impacts (61, 59)

Sustainability Priorities and Performance

Our Sustainability Priorities are informed by our strategic pillars, the foundation of what we do as an organisation. Our efforts and achievements in each of these pillars are aligned with National Development Themes and Sustainable Development Goals. 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 2022	Vision 2030 National Development Themes	SDG Alignment
Economic Impacts	<ul style="list-style-type: none"> Gas Sales Agreement signed with bpTT CNG records highest sales of 21,065,339 litres of gas equivalent 	Building Globally Competitive Businesses	1, 8, 9, 10
Asset Integrity and Critical Incident Management	<ul style="list-style-type: none"> Asset Integrity audit scores of 2.6 for equipment and 2.8 for systems achieved Four Tier 2 Process Safety Events recorded 	Improving Productivity through Quality Infrastructure and Transportation	11
Climate Adaptation, Resilience and Transition	<ul style="list-style-type: none"> 315-hectare Reforestation Programme completed Green Agenda plans developed by all divisions 	Placing the Environment at the Centre of Social and Economic Development	1, 7, 8, 9, 12, 13
Greenhouse Gas Emissions	<ul style="list-style-type: none"> NGC's first OGMP report was submitted in 2022, for which the company achieved the Gold Standard for methane reporting NGC revised its performance targets in alignment with the OGMP Framework, to include a target of 25 percent overall methane emissions reduction for operated assets by 2025 	Placing the Environment at the Centre of Social and Economic Development	13, 14
Occupational Health & Safety	<ul style="list-style-type: none"> 365 days with zero Lost Time Incidents achieved First Health Risk Assessment completed 	Putting People First: Nurturing Our Greatest Asset	3, 8
Local Communities	<ul style="list-style-type: none"> Inspire-to-Achieve (I2A) flagship youth development programme launched Shell and NGC Re-Energize TnT energy education programme launched 	Putting People First: Nurturing Our Greatest Asset	1, 3, 5, 6, 16
Corporate Governance, Compliance and Anti-Corruption	<ul style="list-style-type: none"> Review and roll out of Business Practices and Ethics Policy and Code of Conduct completed 97% compliance with Conflicts of Interest declaration requirements 	Delivering Good Governance and Service Excellence	12, 16



ECONOMIC IMPACTS

1 No poverty



8 Decent work and economic growth



9 Industry, Innovation and Infrastructure



10 Reduced inequalities





Economic Impacts

Trinidad and Tobago's economy is reliant on the industrial sector, including oil and gas and petrochemicals.



IN 2021, OIL AND GAS
CONTRIBUTED **80.87%**
OF THE NATION'S
EXPORT VALUE.

Currently, natural gas fuels the country's electricity production and is used as feedstock for downstream petrochemicals. As the sole midstream commercial trader of natural gas in Trinidad and Tobago, NGC is a major contributor to the state's annual revenues. While efforts are being made in the energy transition space, NGC continues to be relevant and critical to the national economy.

Cognisant of its responsibility to help secure the nation's economic wellbeing, NGC prudently manages its commercial activities. Through strategic investments, partnerships and stakeholder relationship management, the company seeks to maximise value from its business transactions while minimising risks and negative impacts on the economy, people and the environment.

NGC's economic performance is guided by the company's strategy, which includes investing in a mixed portfolio to sustain

its current business while transitioning to lower-carbon forms of energy. NGC is investing in new sources of natural gas, renewables, blue and green hydrogen, sustainable securities, and technology. In 2022, NGC made an overall positive impact on the national economy, contributing directly, through dividends and taxes paid to the Government of the Republic of Trinidad and Tobago (GORTT) and indirectly, through the supply of natural gas for downstream manufacturing, LNG production and Light Industrial Commercial customers (LICs).



NGC's financial performance
for 2022 will be published in
its 2022 Annual Report, which
is accessed on the company's
website: www.ngc.co.tt

OPTIMISING OUR CURRENT BUSINESS

Natural gas supply challenges continued as several of the country's gas fields are mature, and exploration in the more expensive deepwater areas is occurring at a slower rate. NGC focused on optimising opportunities to secure its current business through negotiations with gas suppliers onshore, offshore and in bordering states, as well as equity investments in exploration and production. In September 2022, NGC

signed a gas sales contract (GSC) with bpTT – the largest natural gas supplier operating in Trinidad and Tobago. The GSC will help to secure domestic supply for NGC's petrochemical customers and for electricity over the next few years under pre-existing contractual terms.

In October 2022, NGC and bpTT signed another milestone document – an agreement to cooperate on areas of mutual interest. The companies have committed to coordinate efforts related to process safety, asset integrity and energy efficiency, which will improve the reliability of supply and infrastructure availability. The agreement also provides for collaboration to explore opportunities in the green space towards the shared goal of sustaining the energy sector in the context of a lower carbon future.

A major milestone was achieved in December 2022 with the signing of an amended and restated Heads of Agreement between GORTT, bpTT, Shell and NGC for restructuring Atlantic LNG's facilities. The restructured commercial arrangement is benchmarked in equal parts to the Brent crude price, the Japanese/South Korean natural gas benchmark and the UK benchmark. This market-based pricing formula will potentially result in higher revenues for the country.

Economic Impacts

In 2022, work continued on the Touchstone Natural Gas Gathering Infrastructure Project (Touchstone), which involves design, procurement, and construction of new natural gas pipelines and related infrastructure to facilitate production from Touchstone's Coho and Cascadura fields in the land-based Ortoire Block.

Construction of the new 3km 6-inch Coho pipeline was completed in June 2022 and the Coho production infrastructure commissioned in October 2022, which successfully brought in new gas supplies from the Coho field. Construction commenced in September 2022, on the new 1.6km 20-inch pipeline and related infrastructure from the Cascadura field to connect to NGC's existing 30-inch pipeline, which runs from Beachfield on the south-east coast to Phoenix Park at Point Lisas. The Cascadura pipeline, which will contribute towards increasing the nation's supply of natural gas, will be completed in 2023.

TRANSFORMING THE ORGANISATION

The NGC Group embarked on a programme to transform the organisation through process improvement, technology, and

digitisation. The landmark initiative — the SAP Business Transformation Programme — commenced in 2022 among NGC, National Energy, NGC CNG and LABIDCO. The programme includes four projects: SAP S/4HANA, SAP Ariba, Human Capital Management (HCM SuccessFactors/Payroll), and SAP Analytics Cloud.

The objectives of the SAP Business Transformation Programme are to replace the different business enterprise platforms used to manage day-to-day activities with an integrated solution. Activities such as procurement; inventory management; vendor management; sales; asset management; people management and finance will be incorporated in the enterprise-wide system. Additionally, the new system will provide advanced functionalities and enable real-time access to information and workflows, reduce manual workloads and introduce best practice data management and business processes.

The outcome of the project will be an efficient organisation that capitalises on synergies across departments and member companies. In keeping with NGC's vision to be a recognised global leader in our business arena, the project will allow the company to leverage

artificial intelligence, machine learning, big data and analytics to generate interactive dashboards and trend visualisations to inform decision-making. The digital solution will help bolster NGC for the future by further embedding adaptability and resilience into the company's operations.

GROWING LOCALLY AND INTERNATIONALLY

NGC CNG continued to make an impact on domestic transportation as the company recorded its highest grossing year of CNG sales in 2022. This growth trend was supported by a concerted marketing programme designed to educate the public on the environmental and economic benefits of CNG. The removal of government subsidies on gasoline was also a potential driving factor towards fuel switching. Coupled with the increase in the number of CNG vehicles on the road, there was an increase in the volume of carbon dioxide (CO₂) saved due to the burning of cleaner fuel for transport. One additional fuel station was opened in 2022 at the Public Transport Service Corporation (PTSC) terminal in Port of Spain.



NGC CNG
Company Limited

CNG Growth

2022 vs 2021

Additional CNG
vehicles on the
road*

2022: 1,471
2021: 1,775

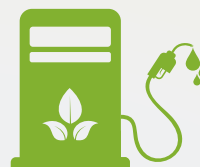
*Estimated sedan equivalents



**Cumulative CNG
vehicles on the
road***

2022: 17,536
2021: 16,065

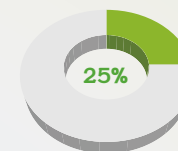
*Estimated sedan equivalents



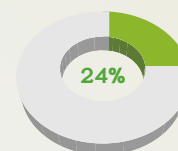
CNG litres of gasoline
equivalent sales (lges)

2022: 21,065,339
2021: 16,841,457

Highest grossing year for
CNG sales since inception



2022: 25%
increase
from 2021



2021: 24%
increase
from 2020

**Cumulative CNG litres of
gasoline equivalent sales**

2022: 80,365,656
2021: 59,300,317



Estimated CO₂
savings (Tonnes)

2022: 15,633
2021: 12,498

**Cumulative CO₂
savings (Tonnes)**

2022: 59,639
2021: 44,007



No. of CNG
stations opened

2022: 1
2021: 2



No. of CNG
compressors

2022: 18
2021: 18



No. of CNG
dispensers

2022: 32
2021: 32



CNG storage
capacity (lges)

2022:
13,404
2021: 13,404



No. of
filling spots

2022: 64
2021: 64

Cumulative No. of CNG stations

2022: 15
2021: 14



Economic Impacts

In 2020, NGC entered into a technical services agreement (TSA) with the Integrated Logistics Bureau Limited (ILBL) for design, building and commissioning of the Takoradi Distribution Station (TDS) Pressure Regulator Skid in Takoradi, Western Ghana. As at the end of 2022, work on this project had progressed substantially towards completion. NGC fabricated the skid in Trinidad and shipped it to Ghana in parts, which have been stored at the Takoradi facility and at the Ataubo NGL Plant. The skid has been assembled and is scheduled for commissioning in 2023. This TSA was the first of its kind between companies in Trinidad and Tobago and Ghana in which a technical project was managed remotely.

SUSTAINABLE DEVELOPMENT

Sustainable Investment Initiative

While managing and growing our current business, NGC continues to look towards the future. In 2022, the company continued to explore avenues to make financial investments in sustainable projects under the company's Sustainable Investment Initiative. While in 2021, NGC invested 3 percent of its international investment portfolio in a global sustainable energy fund, the

company is currently considering options for more direct investment in sustainable projects, including joint ventures and equity participation.

Partnering for Energy Efficiency and Climate Action

NGC and Trinidad Cement Limited (Cemex TCL) signed a Memorandum of Understanding (MOU) that would see the organisations cooperating on energy efficiency and climate action initiatives. Cemex TCL is one of NGC's longest-standing LICs, utilising gas to fuel its manufacturing operations for over 40 years. In addition to energy efficiency initiatives, the companies will collaborate on carbon capture and sequestration (CCS) in downstream hydrocarbon industries.

The MOU also enables the companies to explore the use of waste oil and solid waste as feedstock for heat in Cemex TCL's clinker kilns. Should this process prove feasible, it could potentially provide a solution to the nation's waste disposal challenges while generating revenue. NGC and Cemex TCL have also committed to knowledge sharing in the areas of market intelligence, research, expertise and lessons learnt, as well as training and development to strengthen human capacity in both companies.



*First Row (seated – L to R) – Philip Julien, Managing Director, NewGen; Mark Loquan, President, NGC; Charlie Desmoulins, Chief Investment Officer, HDF Energy
Second Row (standing – L to R) – Vernon Paltoo, President, National Energy; Thibault Menage, VP Caribbean, HDF Energy; Dan Martineau, Director, NGC; Verlier Quan-Vie, VP Commercial, NGC*

Terms of Reference Issued for Green Hydrogen Start-up

In June 2022, NGC and NewGen Energy Limited, a subsidiary of Kenesjay Green Limited, signed a non-binding Letter of Intent to accelerate a hydrogen start-up company in Trinidad and Tobago. Later in the year, NewGen Energy announced the issue of draft Terms of Reference (TOR) from the Environmental Management Authority (EMA). The TOR was a milestone in the process towards completion of an Environmental Impact Assessment (EIA) for the project. Following the successful completion and acceptance of the EIA, along with any other requirements of the TOR, a Certificate of Environmental Clearance will be issued by the EMA.

Economic Impacts

Investing in Blue Methanol

In October 2022, NGC, through its subsidiary NGC Petrochemicals Limited (NPL), completed negotiations with Gulf Coast Methanol 1 LLC and its parent, IGP Methanol LLC of the USA, for a Purchase and Sales Agreement. The agreement allows NGC to acquire blue methanol to add to its expanding energy marketing and trading portfolio. CO₂ produced during the production of blue methanol is permanently captured and sequestered. Thus, the inclusion of blue methanol in its portfolio further signals NGC's commitment to become a regional leader in the energy transition.

Roadmap for a Green Hydrogen Economy Launched

An executive summary report, 'The Roadmap for a Green Hydrogen Economy in Trinidad and Tobago', was published and presented to the public in November 2022. This was the outcome of work done by National Energy in collaboration with the Inter-American Development Bank (IDB) and engineering firm KBR Inc. to assess the potential of Trinidad and



Stuart Young, Minister of Energy and Energy Industries, fifth from left, together with, Robert Le Hunte, left, IDB Executive Director; Dr Vernon Paltoo, President, National Energy; Farley Augustine, THA Chief Secretary; Penelope Beckles, Minister of Planning and Development; Carina Cockburn, IDB, Country Head, and Dr Joseph Khan, Chairman, National Energy, display the Roadmap for a Green Hydrogen Economy during its launch at the Hilton Trinidad and Conference Centre, Lady Young Road, Port of Spain on November 29, 2022.

Tobago to produce green hydrogen as a major decarbonisation option for the power and industrial sectors. Stakeholder consultations were successfully completed, and the feedback received will be incorporated in the final reports, which are carded to be completed in Q1 2023.

Collaborating to Explore Commercialisation of Landfill Gas

The final pre-feasibility study report on the commercialisation of landfill gas was completed in 2022. This was the result of collaboration among NGC Group subsidiaries – National Energy and NGC CNG – and the Solid Waste Management Company Limited (SWMCOL) and the University of Trinidad and Tobago (UTT). To advance the project, the Terms of Reference was developed for a detailed feasibility pilot programme to be implemented in 2023.

Economic Impacts

Embedding Sustainability in the Supply Chain

NGC continued the process of embedding sustainability into its supply chain with the inclusion of Green Agenda criteria for prequalification of vendors. The company hosted a sensitisation session with vendors to explain the changes to the supply chain management process, introduce the company's redefined prequalification questionnaire, and obtain stakeholder feedback. Based on the new criteria, vendors will be assessed on their sustainability initiatives and encouraged to implement and expand their sustainability practices. Green initiatives with key performance indicators (KPIs) will be included in the scope of contracts and supplier conformance will be assessed against these pre-determined targets. Feedback on contract performance will also be integrated into the process for re-qualification of vendors.

In January 2022, NGC implemented a new internal request management portal. This project was the result of a collaboration between the Supply Chain Management and Technology and Innovation Divisions. The portal allows for the upload, tracking and monitoring of SCM requests and replaces the previous email system.

IN THE 2022 SURVEY, VENDORS WERE ASKED ABOUT THE HSSE POLICIES, ENVIRONMENTAL MANAGEMENT PRACTICES, AND ENVIRONMENTAL SUSTAINABILITY MONITORING SYSTEMS.



GREEN AGENDA

Total No. of Green Agenda Questionnaires issued	46
No. of vendors attaining a score of 60% or more	6
No. of vendors attaining a score of 75% or more	32



LOCAL CONTENT

No. of vendors updating their Local Content Questionnaires	52
No. of vendors attaining a score between 60% and 75%	8
No. of vendors attaining a score between 75% and 90%	35
No. of vendors attaining a score greater than 90%	8



HSSE

No. of vendors screened	285
No. of vendors approved and prequalified	219



ONBOARDING OF VENDORS

New vendors invited to be assessed for compliance with statutory requirements	472
New vendors approved as complying with statutory requirements	202

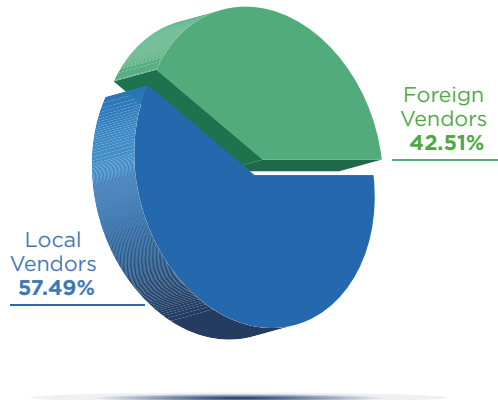
Economic Impacts

It also facilitates resolution of vendor queries that require due diligence prior to processing of payments.

A procedure was developed and implemented for managing master data changes to vendor accounts. This improved internal controls to manage the risk of unauthorised or inaccurate changes to vendor information. Consent is obtained from vendors prior to updating their records.

As a national company, NGC has adopted the practice of awarding contracts to local contractors as far as practicable, without compromising the efficiency, effectiveness and/or quality of performance. Local suppliers are those companies incorporated under the Companies Act 1995 in Trinidad and Tobago and maintaining physical operations in the country.

EXPENDITURE DISTRIBUTION



COMPANY PENSION PLAN

Permanent employees of NGC are members of a Defined Benefit pension plan which was changed from a Final Salary Defined Benefit (FSDB) plan at 31 December 2018 to a Career Average Defined Benefit (CADB) plan from 1 January 2019 to ensure the plan's future sustainability and NGC's ability to secure retirement benefits for its employees. At retirement, the employee's pension will be the sum of the pension accrued under the FSDB plan and the CADB plan. Pension benefits are payable when employees retire at the age of 60. However, reduced pension benefits are available from age 50.

To maximise returns subject to an adequate level of risk and within the confines of the prevailing statutory limitations, the plan's assets are invested in local, regional and international equities and fixed income securities, mutual funds and short-term investments such as treasury bills, certificates of deposit and repurchase agreements (repos). The current investment strategy is consistent with the plan's liability profile and is therefore biased toward long-term instruments as well as any existing deficit/surplus position of the plan.



“To waste, to destroy our natural resources, to skin and exhaust the land instead of using it so as to increase its usefulness, will result in undermining in the days of our children the very prosperity which we ought by right to hand down to them amplified and developed.”

— THEODORE ROOSEVELT, 26TH US PRESIDENT



ASSET INTEGRITY & Critical Incident Management





Asset Integrity & Critical Incident Management

Asset Integrity Management (AIM) is vital to ensuring the efficient and effective operation of NGC's infrastructure, which includes a pipeline network spanning over 1,000 km with a capacity of 4.4 billion cubic feet of gas per day (bcf/d).

This infrastructure network supplies gas for the production of the country's electricity; feedstock for the world-scale petrochemical plants located at the Point Lisas and Union Industrial Estates, and fuel for Light Industrial Commercial customers (LICs). AIM also plays an important role in maintaining safe operations, reducing methane leakages and ensuring business continuity. Accordingly, NGC has adopted a robust AIM framework under which it manages its infrastructure, equipment and systems. The integrated framework, which is aligned with international standard ISO 55000, comprises 10 operational elements. People, culture and technology are placed at the centre of the framework as these aspects must work in tandem to drive operational excellence.

ASSET INTEGRITY MANAGEMENT FRAMEWORK

AIM



People

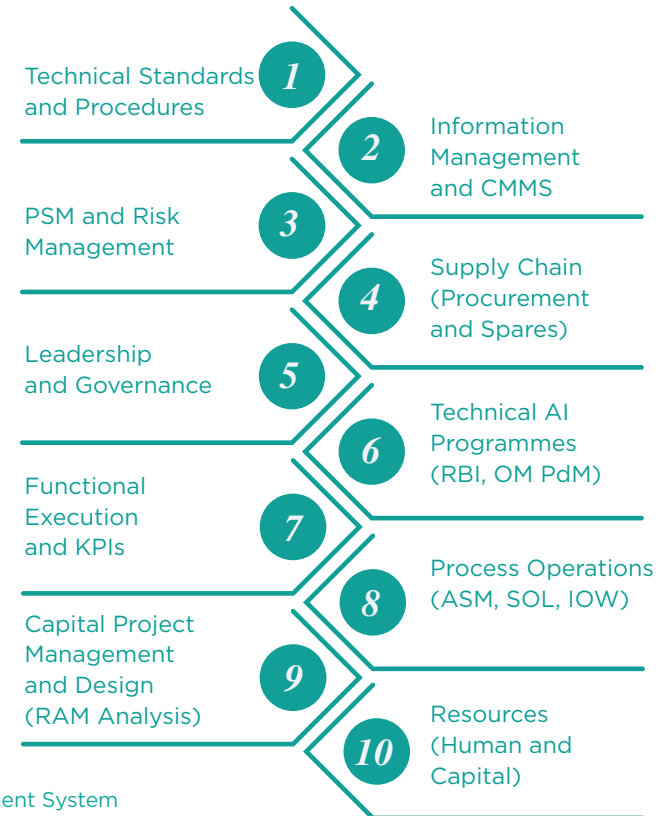


Technology



Culture

CMMS	Centralized Maintenance Management System
PSM	Process Safety Management
RBI	Risk Based Inspection
OM	Operations Management
PdM	Predictive Maintenance
ASM	Abnormal Situation Management
SOL	Safe Operating Limits
IOW	Integrity Operating Windows
RAM	Reliability, Availability and Maintainability



Asset Integrity & Critical Incident Management

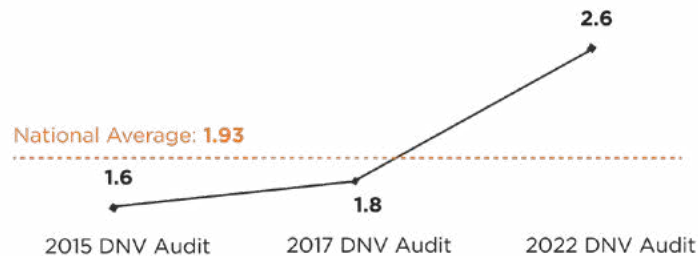
NGC ACHIEVES AIM MILESTONES IN 2022

In 2022, NGC achieved AI audit scores of 2.6 for equipment and 2.8 for systems, above the respective national averages of 1.93 and 2.02. This achievement represented the result of an integrated AIM programme over the past seven years, which saw the company's respective equipment and systems scores improve consistently from 1.6 and 1.8 in 2015 and 1.78 and 2.08 in 2017. While NGC is pleased with the accomplishment in progressing from 'Developing' in 2015 to 'Implementing' in 2022, the company aims to continue on its path to attain the highest standard in AIM.

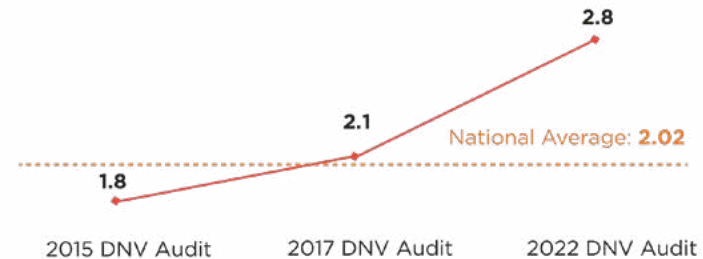
MATURITY SCALE FOR NGC'S PROGRESS



DNV EQUIPMENT AUDIT

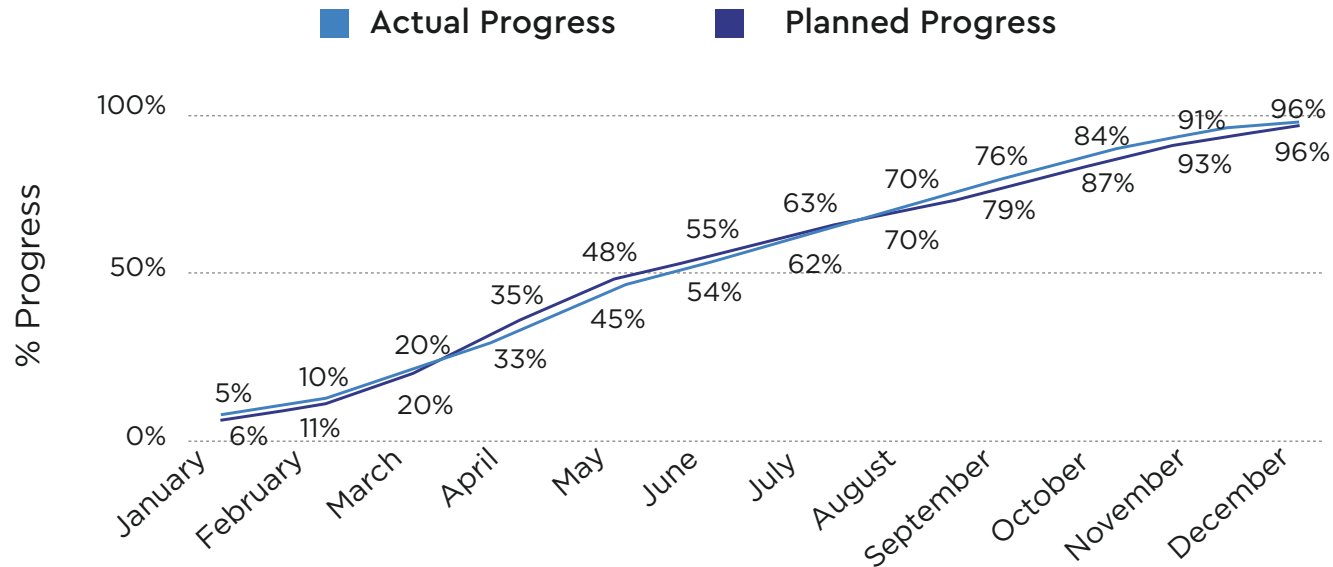


DNV SYSTEMS AUDIT



Asset Integrity & Critical Incident Management

2022 OVERALL AIM PROGRESS



PROCESS SAFETY MANAGEMENT (PSM) SYSTEM

The NGC Group adopted the risk-based Process Safety Programme developed by the Centre for Chemical Process Safety (CCPS), a global non-profit organisation dedicated to the advancement of process safety knowledge and culture within and across organisations.

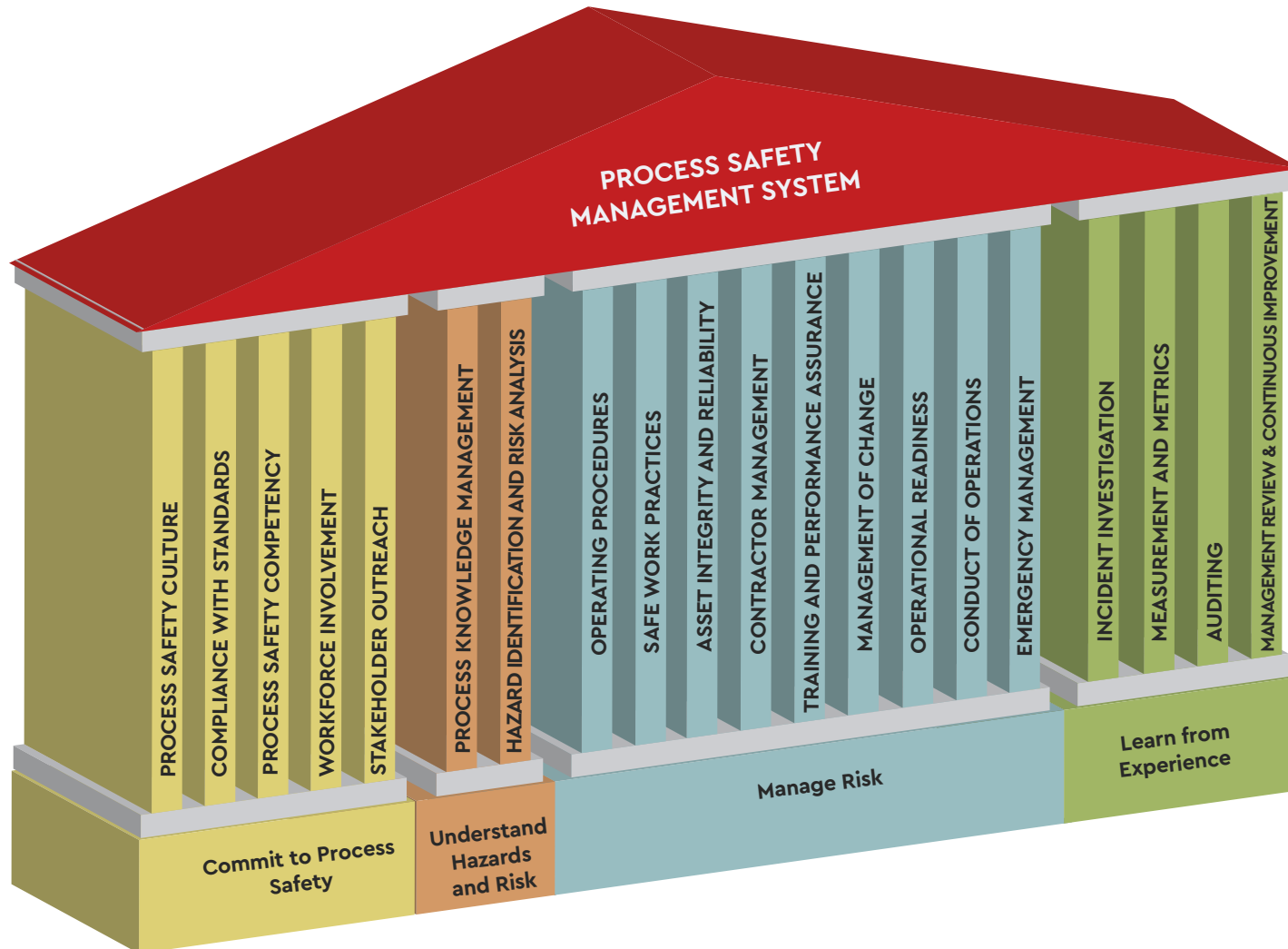
THE PSM MODEL COMPRISES
**20 ELEMENTS FOUNDED ON
THE FOLLOWING PILLARS:**

- COMMIT TO PROCESS SAFETY
- UNDERSTAND HAZARDS AND RISK
- MANAGE RISK
- LEARN FROM EXPERIENCE

NGC conducted an internal gap analysis in 2020 based on the PSM elements and the company has taken progressive steps towards closing the gaps. In 2022, an overall gap closure of 51 percent was achieved. Areas in which the company's actual PSM performance fell below targeted levels included process safety culture, contractor management, hazard identification and risk analysis and compliance with standards. Plans will be executed to improve performance in all areas in 2023.

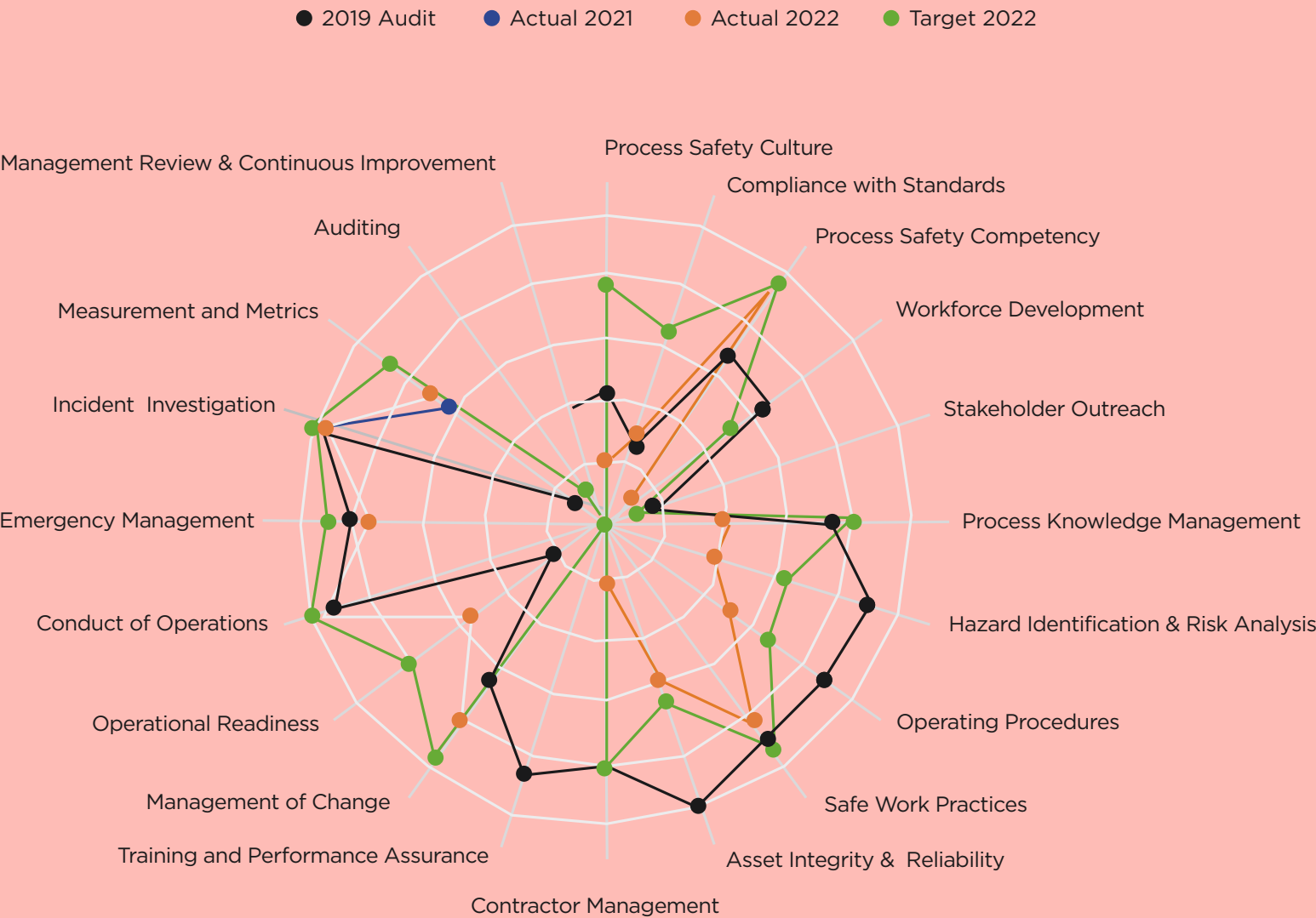
Asset Integrity & Critical Incident Management

PROCESS SAFETY MANAGEMENT SYSTEM



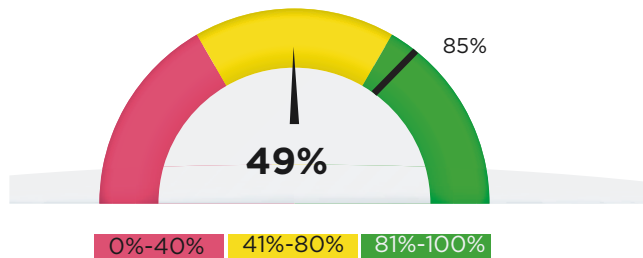
Asset Integrity & Critical Incident Management

PROCESS SAFETY GAP CLOSURE



Asset Integrity & Critical Incident Management

CURRENT OVERALL PROGRESS



PSM System Review

	2019 Audit	Actual 2021	Actual 2022	Target 2022
Training and Performance Assurance	87%	0%	0%	0%
Management Review & Continuous Improvement	0%	0%	0%	0%
Workforce Development	63%	10%	10%	50%
Stakeholder Outreach	17%	10%	13%	10%
Auditing	0%	12%	17%	12%
Process Safety Culture	42%	20%	20%	78%
Contractor Management	80%	20%	25%	80%
Compliance With Standards	27%	30%	30%	65%
Hazard Identification & Risk Analysis	89%	37%	38%	61%
Process Knowledge Management	73%	39%	82%	80%
Operating Procedures	88%	50%	55%	65%
Operational Readiness	20%	54%	57%	79%
Asset Integrity & Reliability	97%	55%	58%	63%
Measurement And Metrics	11%	63%	72%	87%
Emergency Management	83%	76%	79%	90%
Management of Change	64%	80%	82%	94%
Safe Work Practices	89%	81%	81%	92%
Process Safety Competency	67%	95%	100%	95%
Incident Investigation	96%	96%	96%	100%
Conduct of Operations	93%	100%	100%	100%

Asset Integrity & Critical Incident Management

PSM entails a four-tiered system for monitoring process safety activities in accordance with leading and lagging indicators based on the API Recommended Practice 754.

Lagging indicators — Tier 1 and Tier 2 — indicate serious events that have occurred. Such events would have led to fatalities, severe injuries requiring hospitalisation or days away from work. Leading indicators — Tier 3 and Tier 4 — are used to classify leading incidents, such as near misses and failures during testing. Tier 3 and Tier 4 indicators allow the company to assess the strength of

its barrier system, correct identified weaknesses and learn from failures before a serious incident materialises.

NGC recorded four Tier 2 process safety events in 2022 – one was a loss of primary containment (LOPC) and three were high potential incidents. The LOPC incident involved a valve that should have been in an isolated or bypass/maintenance mode, being left in the open position. The three high-potential near misses involved a three-minute cut-off of gas supply to a power plant; the dropping of a 700lb valve from a height of eight feet while lifting; and the boom of an

excavator coming into contact with an electrical utility line during transport.

These events could have resulted in serious injuries, loss of life or major disruption to key public services. As part of NGC's internal reporting process, Initial Incident Notifications (IINs) were submitted for each incident. The company faced challenges during the year in consistently publishing lessons learnt from incidents, in a timely manner. We continue to work towards improving the system of recording and sharing information.

PROCESS SAFETY KNOWLEDGE MANAGEMENT VAULT INTRODUCED

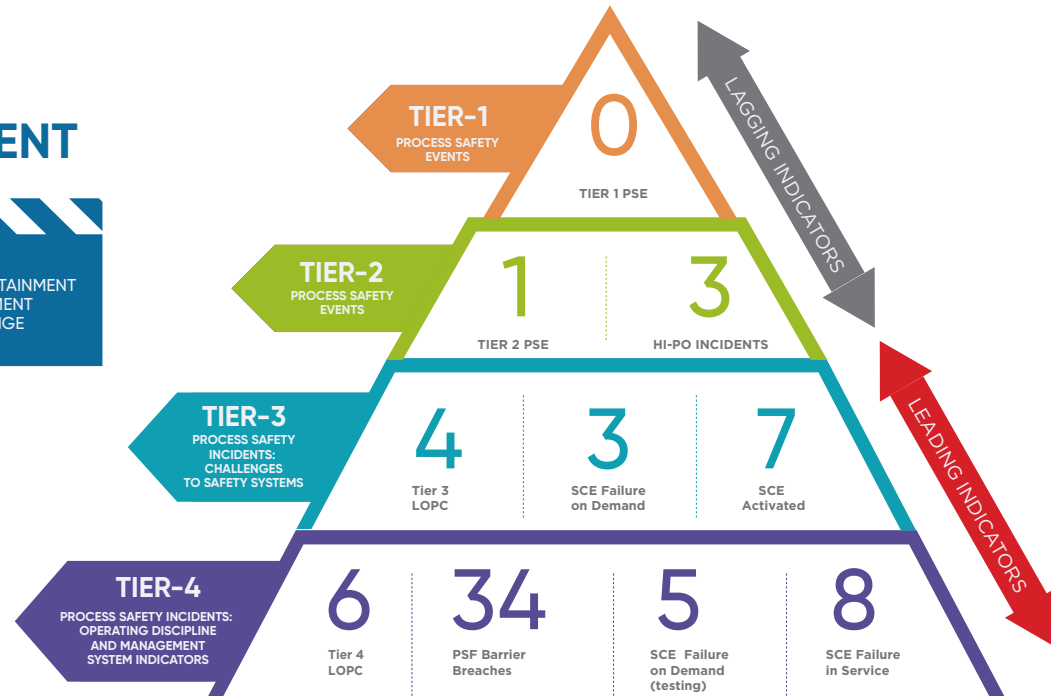
The NGC Group Process Safety Knowledge Management Vault (PSKMV) was launched in September 2022. The project was developed to provide a digital repository for all PSM data and information across The Group. The system allows users to access current and historical data and documents based on pre-determined access authorisation criteria. Users can also perform

transactions, issue workflows and update data and documents in the vault, which has been integrated with other existing information management systems utilised across the companies. The PSKMV supports an efficient operating management system and promotes good governance by facilitating transparency and knowledge transfer.

The vault will provide a 'single source of truth' to support management of the identified and emerging operational risks related to Control of Work; Learning From Incidents (LFIs); Management of Change (MOC); and contractor management. The HSE strategic agenda was also reviewed and revised to include specialist roles for managing these areas.

2022 PROCESS SAFETY MANAGEMENT

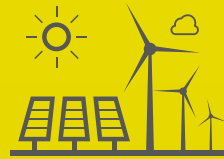
TERMS OF REFERENCE:
LOPC: LOSS OF PRIMARY CONTAINMENT
SCE: SAFETY CRITICAL EQUIPMENT
MOC: MANAGEMENT OF CHANGE
HI-Po: HIGH POTENTIAL



PSM INDICATORS		2022	2021	2020
Tier 1 Events		0	0	0
Tier 2 Events	LOPCs Hi-Po Incidents	1 3	1 0	0 0
Tier 3 Process Safety Leading Indicators	LOPCs SCE Failure on Demand SCE Activated SCE Failure in Service	4 3 7 0	2 3 2 4	3 3 5 6
Tier 4 Process Safety Leading Indicators	LOPCs % Non-compliant MOCs* SCE Failure on Demand (testing) SCE Activated (start-up)** SCE Failure in Service	6 - 5 - 8	4 33% 4 2 4	14 16% 3 3 2

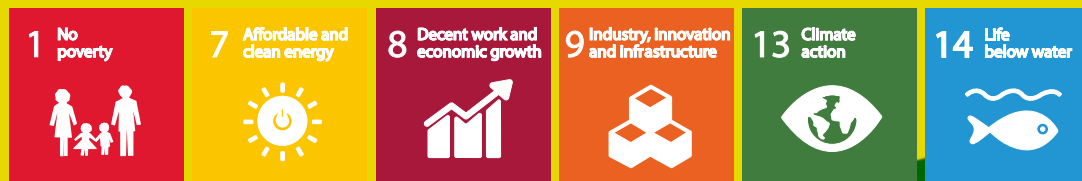
*This indicator was reviewed in 2022

**This indicator has been consolidated in Tier 3 SCE Activated indicator.



CLIMATE ADAPTATION

Resilience and Transition





Climate Adaptation, Resilience and Transition

NGC leverages its leadership position in the Trinidad and Tobago energy sector, building awareness and forward momentum on climate adaptation and the energy transition. Through energy education, advocacy and the embedding of sustainability thinking and practices within the organisation, NGC is propelling change and equipping its employees and stakeholders to become champions for climate adaptation and transition. As part of the Green Agenda strategy, NGC focused on further entrenching sustainability into its organisational culture and among its external stakeholders in 2022.

EMBEDDING SUSTAINABILITY

Launch of SustaiNGC Portal

In July 2022, NGC launched its SustaiNGC Portal, which provides information to help employees understand what sustainability is; why it is important; how it can be integrated into their daily lives; and how the company's business operations can become more sustainable.

The site introduced sustainability approaches in an interactive manner and allows users to better understand:

- Key concepts in sustainability that emphasise its significance

- How sustainability in business is a strategic advantage in the current environment of volatility and uncertainty
- How individuals can support and achieve sustainable lifestyles

The portal also provides access to free sustainability resources such as online learning courses; podcasts by subject matter experts; guided tutorials; videos; and games.

SUSTAINGC PORTAL USAGE 2022

Total number of site visits in 2022 **2,901**

Number of unique site visitors in 2022 **123**



Mandatory 'Introduction to Sustainability' Online Course

NGC implemented a mandatory 'Introduction to Sustainability' course for employees, which was counted among their annual performance

targets. The course explored why businesses, governments, society, and individuals need to pay close attention to sustainability as a burgeoning field of learning and practice. It also highlighted the powerful ways of thinking and tools that sustainability provides.

Topics introduced in 2022 included:

- What is sustainability? — Definition, origins, importance, the Paris Agreement, Nationally Determined Contributions (NDCs), the United Nations Sustainable Development Goals (SDGs)
- Sustainable business — Business case, advantages, benefits, examples
- Drivers of sustainability — Wicked problems, climate change, global risks ranking
- Materiality and ESG reporting — NGC's material topics, triple-bottom-line, ESG reporting

At the end of the course, participants were required to take a short test to assess their knowledge and individual learning and development profiles were updated upon completion.

No. of Eligible Employees	400
No. of Employees Completing Course	321
Completion Rate	80.25%

Climate Adaptation, Resilience and Transition

'Sustainability Moments'

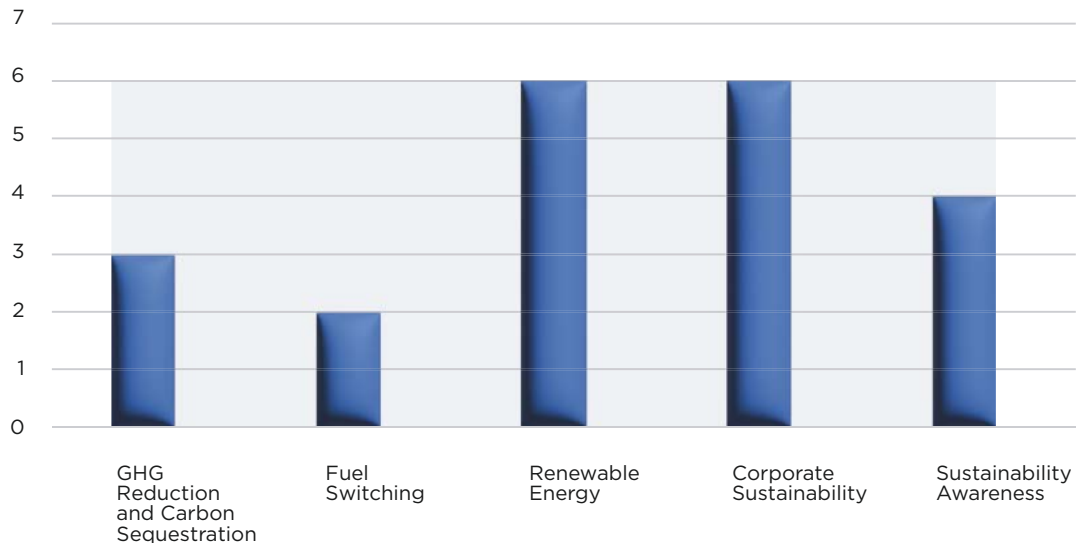
As part of NGC's safety culture, the company has long included 'safety moments' at the beginning of all meetings as a means of reinforcing safety messages and keeping safety at the forefront of employees' minds. In 2022, NGC implemented a similar mechanism with the introduction of 'sustainability moments' at all company meetings.

At all levels of the organisation, teams now actively utilise the SustainNGC Portal to research and share on topics related to sustainability in the workplace, the community or in their homes. This reinforcement technique was also extended to the company's engagements with external stakeholders and has been well received.

Creation of Divisional Green Agenda Plans

The NGC Group's Green Agenda strategy seeks to integrate sustainability thinking and actions into all aspects of its business. In 2022, all divisions across NGC were challenged to develop and execute Green Agenda plans that seek to promote the embedding of sustainable business practices throughout the organisation. Arising out of the plans, 21 initiatives were pursued in 2022 in the areas of GHG

DIVISIONAL GREEN AGENDA EMBEDDING INITIATIVES



reduction and carbon sequestration, fuel switching, renewable energy, corporate sustainability, and sustainability awareness. The Green Agenda plans were included in the corporate scorecard and contributed to the company's overall performance for the year.

ENERGY EDUCATION

NGC continued to utilise multiple platforms and partnerships to educate

its stakeholders on the challenges of climate change and the need for climate adaptation. Several energy education initiatives were implemented during the year, including:

CariGreen

Launched in 2021, the CariGreen website serves as a knowledge hub for energy efficiency and renewable projects taking place around the Caribbean. The site contains useful information

Climate Adaptation, Resilience and Transition

to help build awareness about climate change and work being done around the region to adapt to and prepare for the energy transition. The site not only provides information but also links to other sites that can be easily accessed by a wide audience. CariGreen facilitates learning and supports decision-making, from executives and entrepreneurs to researchers, students and other stakeholders.

Caribbean Green Infrastructure Conference

NGC partnered with IAMovement — an environmental non-profit organisation — to host the inaugural Caribbean Green Infrastructure Conference in October 2022. The two-day hybrid event was centred around the presentation of the Vetiver System (VS) as a green infrastructure solution that can be applied to multiple development challenges.

Speakers from various Caribbean islands presented on the successes achieved through the systematic and structured planting of vetiver grass for regenerative projects such as watershed restoration, reforestation, mangrove regeneration, and dams. The conference audience learned about over 30 local and regional case studies, including academic studies

being conducted by The UWI on different soil, water, carbon, biodiversity and ecosystem functions that are supported by the VS.

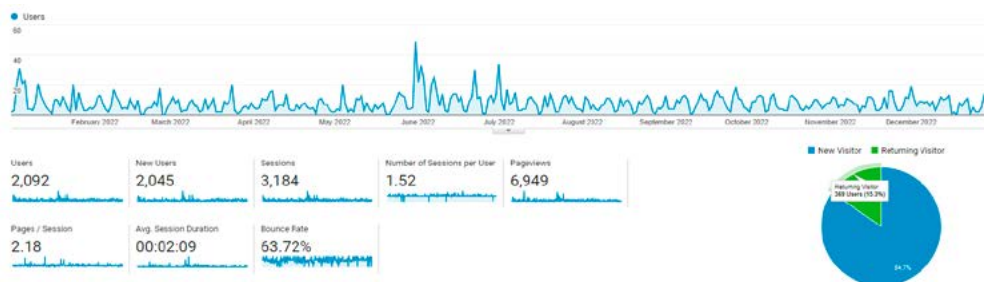
The critical issue of green financing was the subject of a panel discussion, which included representatives from financing institutions such as the Inter-American Development Bank (IDB), the Caribbean Biodiversity Fund (CBF) and the European Union. On the second day of the conference, participants had the opportunity to tour green infrastructure sites around Port of Spain, Trinidad.

Partnership with the Caribbean Community Centre for Climate Change (5Cs)

In 2022, NGC signed a Memorandum of Understanding (MOU) with the Caribbean

Community Centre for Climate Change (5Cs) to mutually cooperate in areas and activities that can positively impact regional climate change mitigation efforts. The MOU focuses heavily on strengthening the rigour of the collection and analysis of climate change data to support evidence-based decision-making throughout CARICOM. It also allows for information from the 5C's Regional Clearinghouse Database to be shared on NGC's CariGreen website, to encourage greater accessibility, availability and use of regional climate change data.

Beyond knowledge transfer, the MOU provides NGC and members of The NGC Group with the opportunity to explore investments in clean energy and renewable energy projects that are being implemented or developed by the 5Cs in CARICOM countries. The collaboration



Climate Adaptation, Resilience and Transition

has created a space for NGC and the 5Cs to pursue joint projects aligned with the green sustainability agenda of both parties.

Encouraging meaningful dialogue through education and awareness is critical to transforming attitudes and behaviours around climate change. The MOU covers joint communication campaigns, which can be developed to promote climate change mitigation and adaptation awareness initiatives. The MOU also provides for the development of net-zero commitments aimed at reducing the rate and impacts of climate change in the CARICOM region.

Re-Energize TnT

NGC has partnered with Shell Trinidad and Tobago Limited (Shell) to implement 'Re-Energize TnT' – an energy education programme for secondary school students, which will run from 2022 to 2024.

The programme comprises five components, which will be delivered at two schools each year for three years. Under Component 1, students will be exposed to 15 modules on a wide range of sustainability topics. The programme



President of NGC Mark Loquan, right, and Eugene Okpere — Senior Vice President and Country Chair — Shell, with some of the Re-Energize TnT participants.

is certified by the Association of Business Executives (ABE) and students completing the modules will receive ABE certificates, giving added value to the initiative. The second component involves a competition to conduct energy audits at the respective schools.

The winning school will receive a solar photovoltaic system and LED lights to be installed at the school. Under the third component, the overall winners will be engaged in an 'Idea Incubator' in which they will collaborate with subject matter experts to conduct research and design a green initiative to be implemented in their school's community.

Component 1 Training Modules:

- The importance of energy
- Traditional (fossil fuels) and non-traditional fuels
- T&T's carbon footprint
- What is energy conservation and efficiency
- Conducting an energy audit
- The Paris Agreement and T&T's carbon reduction commitment
- Introduction to Renewable Energy
- Climate smart agriculture
- Introduction to solar energy
- Introduction to wind energy
- Introduction to biofuels
- The future of transportation: Electric Vehicles
- Advocacy and community mobilisation
- Presentation skills
- Stakeholder engagement

Component 3 Training includes:

- Presentation and advocacy skills
 - Stakeholder engagement
 - Community mobilisation
 - Project design and implementation
-

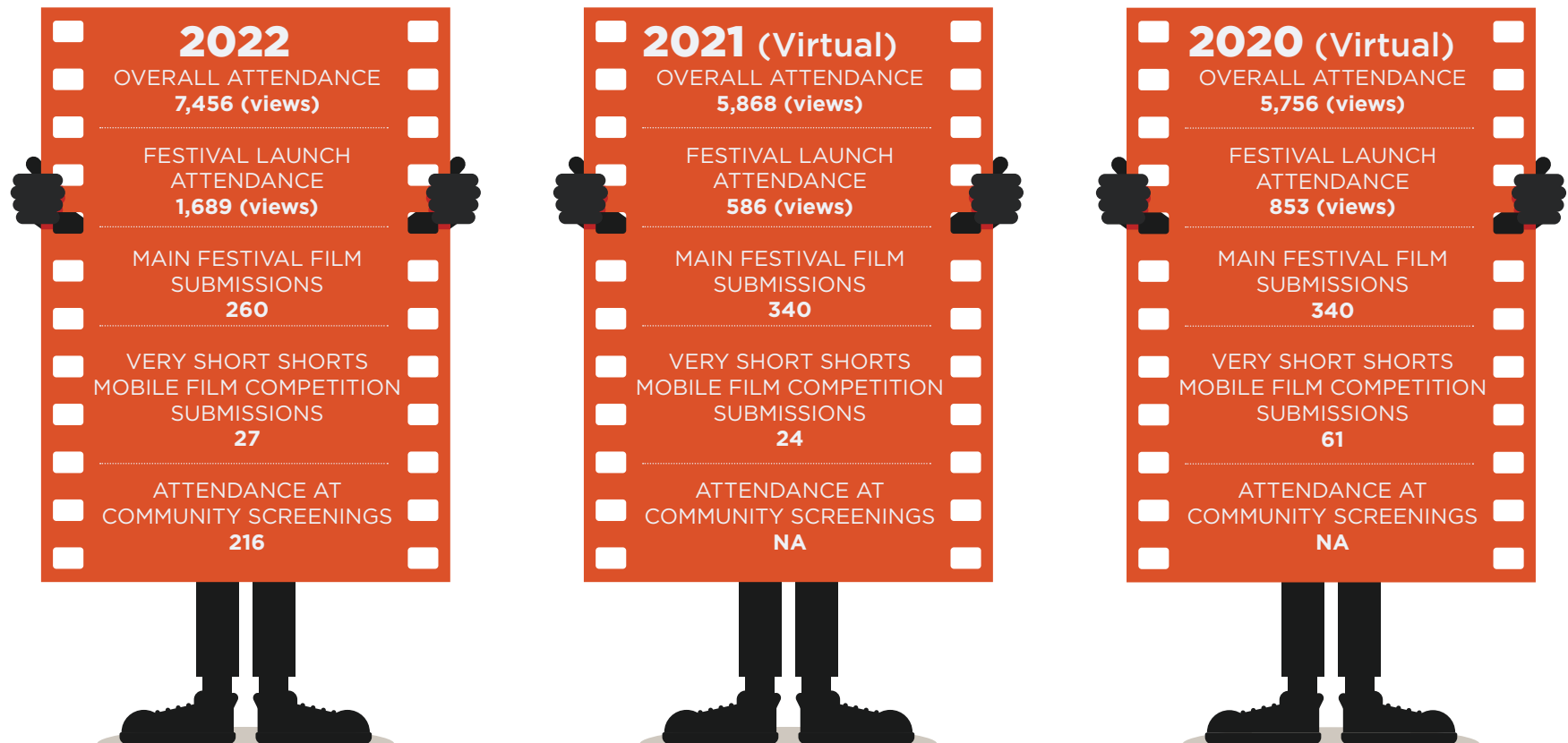
Climate Adaptation, Resilience and Transition

Green Screen Environmental Film Festival

NGC was the title sponsor for the 12th edition of the Green Screen Environmental Film Festival hosted by Sustain T&T. Under the theme 'Transition', the festival included feature-length and short films on topics such as green business, waste management and cultural sustainability.

In 2022, the festival saw the return of community screenings, which received positive feedback from attendees. However, attendance was impacted by adverse weather conditions. The Very Short Shorts Mobile Film Competition was well received, attracting a variety of thought-provoking 1-minute film submissions on various aspects of the theme.

Panellists from across the Caribbean came together to hold virtual discussions focused on UN SDGs #12 – Responsible Consumption and Production; #11 – Sustainable Cities and Communities; and #7 – Clean and Affordable Energy.



Climate Adaptation, Resilience and Transition

In 2022, the secondary schools' screening event was reintroduced. This important educational component of the festival attracted and engaged students from schools throughout Trinidad to view environmental films and discuss careers and business opportunities in the sustainability space.

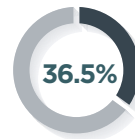
School Participation

No. of Schools Attending	20
No. of Students Attending	838
No. of Teachers Attending	55

Audiences were surveyed following both in-person and virtual screenings to ascertain their views on the festival content and assess message recall.



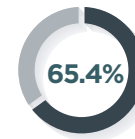
50%
of respondents
rated their
increased
knowledge
of the SDGs
post-event as
'High'



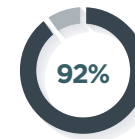
36.5%
of respondents
rated their
increased
knowledge of
the SDGs post-
event as 'Very
High'



50%
of respondents
enjoyed local
films most



65.4%
of respondents
enjoyed
the Very
Short Shorts
programme
most



Students
attained an
average score
of **92%** in
message recall
test



88%
of teachers
indicated that
they would
use the 'Good
Energy News'
video as a
teaching aid

Knowledge Café

NGC's People, Leadership and Culture (PLC) Division collaborated with the Corporate Sustainability Division to host several virtual Knowledge Café lunchtime talks on sustainability. The sessions featured presentations and interactive discussions on pertinent sustainability issues and were open to all employees of The NGC Group. Some of the topics discussed in 2022 included: Understanding the Drivers of

Sustainability; Exploring How Business is Navigating in a 'Hotter, Scarcer, More Open World'; and Understanding the NGC context and the company's Green Agenda strategy.

Energy Transition Day

In 2022, NGC hosted its Energy Transition Day virtually, on the theme – Cleaner Planet: Smart Energy Use for Decarbonisation. The programme

commenced with remarks by NGC President Mark Loquan, who explained how NGC's Green Agenda strategy is helping the company to pivot towards a low carbon future. The Trinidad and Tobago Green Building Council made a presentation that outlined steps employees can take to 'green' their homes. The switch to energy efficient vehicles was also explored and employee questions on the advantages and disadvantages of fuel switching were answered by NGC CNG.

Climate Adaptation, Resilience and Transition

STAKEHOLDER ADVOCACY FOR SUSTAINABILITY

NGC continues to utilise varied communication channels in innovative ways to spread the message about energy efficiency and transition to its audiences. In 2022, NGC partnered with a regional media conglomerate to produce and broadcast a video series called 'New Energy Conversations'. Subject matter experts from both within and outside of the company tackled some of the big questions on pertinent sustainability issues. The series explored a wide range of sustainability topics including regenerative farming, fuel switching, sustainability reporting, methane emissions reduction, sustainable finance and the United Nations Sustainable Development Goals (SDGs).

In 2022, the evolution of the company's internal and external communication vehicles continued with the business journal — *GASCO News* — publishing in-depth articles on the company's business transformation towards a greener enterprise, in the context of the global energy transition. Additionally, the *Green Echo Line* e-newsletter introduced in 2021, continued to provide relevant information on The NGC Group's green initiatives to employees. 'Small Steps to Change', were disseminated internally and on the company's social media platforms. These green chat sheets provide facts and tips on simple ways everyone can get involved in energy conservation and efficiency.



Mr. Langston Roach — Founder and Executive Chairman of Langston Roach Industries Limited — is inducted into the Business Hall of Fame by Mr. Mark Loquan — President NGC — at the Trinidad and Tobago Chamber of Industry and Commerce 2022 Champions of Business Gala.

During the year, the company continued to participate in the sustainability conversation through articles that addressed environmental, social and governance (ESG) matters in local and international publications. Employees also participated in various panel discussions and made presentations at local and international forums, to advocate for climate adaptation and the energy transition among energy industry organisations. Conferences included the Caribbean Sustainable Energy Conference held in Trinidad and Tobago, the World Gas Conference held in South Korea, and the 2nd Suriname Energy Oil and Gas Summit.

The NGC Group's efforts towards creating a cleaner, greener future are being recognised by industry stakeholders. In 2022, at AMCHAM's National Excellence in HSE Awards function, National Energy was the winner in the category Outstanding OSH and Environment Project, for the company's Renewable Minds Portal Project. The project was designed to teach primary school students about renewable energy and energy efficiency in a fun, interactive manner. NGC's landmark achievement of Gold Standard status for reporting under the global Oil and Gas Methane Partnership 2.0 (OGMP 2.0) was another way in which the global energy industry confirmed that NGC is heading in the right direction.

Climate Adaptation, Resilience and Transition

IMPACT OF NGC'S 315-HECTARE REFORESTATION PROJECT ON CLIMATE ADAPTATION

NGC initiated a Reforestation Project in 2005 to replace forests that had been unavoidably removed to make way for the company's Cross Island Pipeline (CIP) and Beachfield Upstream Development (BUD) projects and construction of the Union Industrial Estate. The primary motivation for NGC embarking on a reforestation project was firstly, to fulfil the requirements for the Certificate of Environmental Clearance (CEC) for the company's infrastructure projects, and also in recognition of the immense value that forests contribute to the environment.

NGC committed to the 'No Net Loss Principle' as part of its Corporate Social Responsibility programme, in alignment with the National Environmental Policy of Trinidad and Tobago. The company worked in collaboration with the Ministry of Agriculture, Land and Fisheries' Forestry Division and communities, to replant 315 hectares of forest in the south-west and south-east forest conservancies in Trinidad. The project was conducted in seven phases and at the end of 2022, all phases were completed in Grant's Trace; Guapo; Mayaro; Moruga; Parrylands (WOMA); and Rio Claro. More than 100,000 trees were planted with an



Among the tree species planted was Mahoe.

average survival rate of 78 percent across all project sites.

The 315-hectare Reforestation Project was concluded in 2022 and will be formally handed over to the Forestry Division in 2023. NGC intends to continue work on its Beyond 315 initiative, which commenced in 2018 with the conduct of a study to ascertain the project's impact on carbon dioxide reduction. NGC engaged The University of the West Indies (The UWI) to conduct studies to determine the estimated amount

of carbon dioxide sequestered by the reforestation project, both above ground and below ground, projected to 2030. Another study was commissioned by NGC in 2022 to ascertain the impact the reforestation project had on biodiversity in the replanted areas.

The results of the biodiversity study showed that the project had an overwhelmingly positive effect on biodiversity, with both flora and fauna showing an increase across all selected indicators. It was observed that deer appear to be switching from diurnal to nocturnal patterns. Additionally, a comparatively high number of ocelots was recorded, which was an encouraging sign, given the animal's status as an environmentally sensitive/endangered species in Trinidad and Tobago.

The Beyond 315 initiative was developed to generate added value to the reforestation programme through scientific studies, as well as sustainable economic initiatives with the community reforestation groups and their communities. The initiative is exposing them to various training interventions that can contribute to sustainable socio-economic development.

Climate Adaptation, Resilience and Transition

TOTAL ESTIMATED CARBON SEQUESTERED ABOVE AND BELOW GROUND BY NGC'S REFORESTATION PROJECT

	2022	2021	2020
Rousillac (Grant Trace, Guapo, Parrylands, Morne L'Enfer)	4,551	3,401	2,251
Moruga (Edward Trace)	2,729	1,579	428.3
Mayaro	2,507	1,357	206.7
Rio Claro	2,300	1,151	0.158
Total Hectares Maintained	79.25	79.25	79.25
Total estimated Man Hours	7,508	7,508	7,508
Resupply of Plants through Natural Regeneration	250	650	-
Fire Tracing Cleared (m ²)	4,633	4,633	-
Number of Community Reforestation Workers Hired	33	35	-
Training Hours	30	0	-
No. of Participants trained	9	0	-
TOTAL Carbon Sequestered (tonnes)	12,087	7,488	2,885.4
TOTAL CO₂e (=C×3.67) (tonnes)	44,359	27,481	10,589.2

SPECIES OF TREES PLANTED DURING NGC'S REFORESTATION PROJECT

Acurel (*Trichilia smithii*); Apamate (*Tabebuia rosea*); Argalie (*Clusia rosea*); Black heart (*Clathrotropis brachypetala*); Cedar (*Cedrela odorata*); Crappo (*Carapa guianensis*); Mahoe (*Sterculia caribaea*); Mahogany (*Swietenia macrophylla*); Pois doux (*Inga laurina*); Wild camphor (*Tarchonanthus camphoratus*); Wild chataigne (*Pachira insignis*); Bois d'orme (*Guazuma ulmifolia*); Hogplum (*Spondias mombin* L.); Roble (*Platymiscium trinitatis*); Cypre (*Cordia alliodora*); Yellow Olivier (*Buchenavia capitata*); Balata (*Manilkara bidentata*); Cajuca (*Virola surinamensis*); Locust (*Hymenaea courbaril*); Galba (*Calophyllum lucidum*); Pommerac (*Syzygium malaccense*); Chennet (*Melicoccus bijugatus*); Mango (*Mangifera indica*); and Poui (*Tabebuia* sp.).

COMPARISON OF INDICES FOR REFORESTATION PROJECT

Results of 2005 - 2008 Survey by UWI National Herbarium, Forestry Division and Oxford University (Baseline)

Results of 2018 Report on Phase 1 of NGC Reforestation Project

Sample	S		N		d		J'		H'	
	2005	2018	2005	2018	2005	2018	2005	2018	2005	2018
Guapo 1	118	129	138	146	23.78	25.68	0.9924	0.9945	4.735	4.836
Guapo 2	113	117	139	142	22.70	23.41	0.9937	0.9937	4.698	4.733
Rousillac 1	62	69	138	84	14.03	15.35	0.9925	0.9927	4.096	4.203
Rousillac 2	135	144	158	165	26.46	28.00	0.9941	0.9950	4.877	4.945

Where S = total number of species present

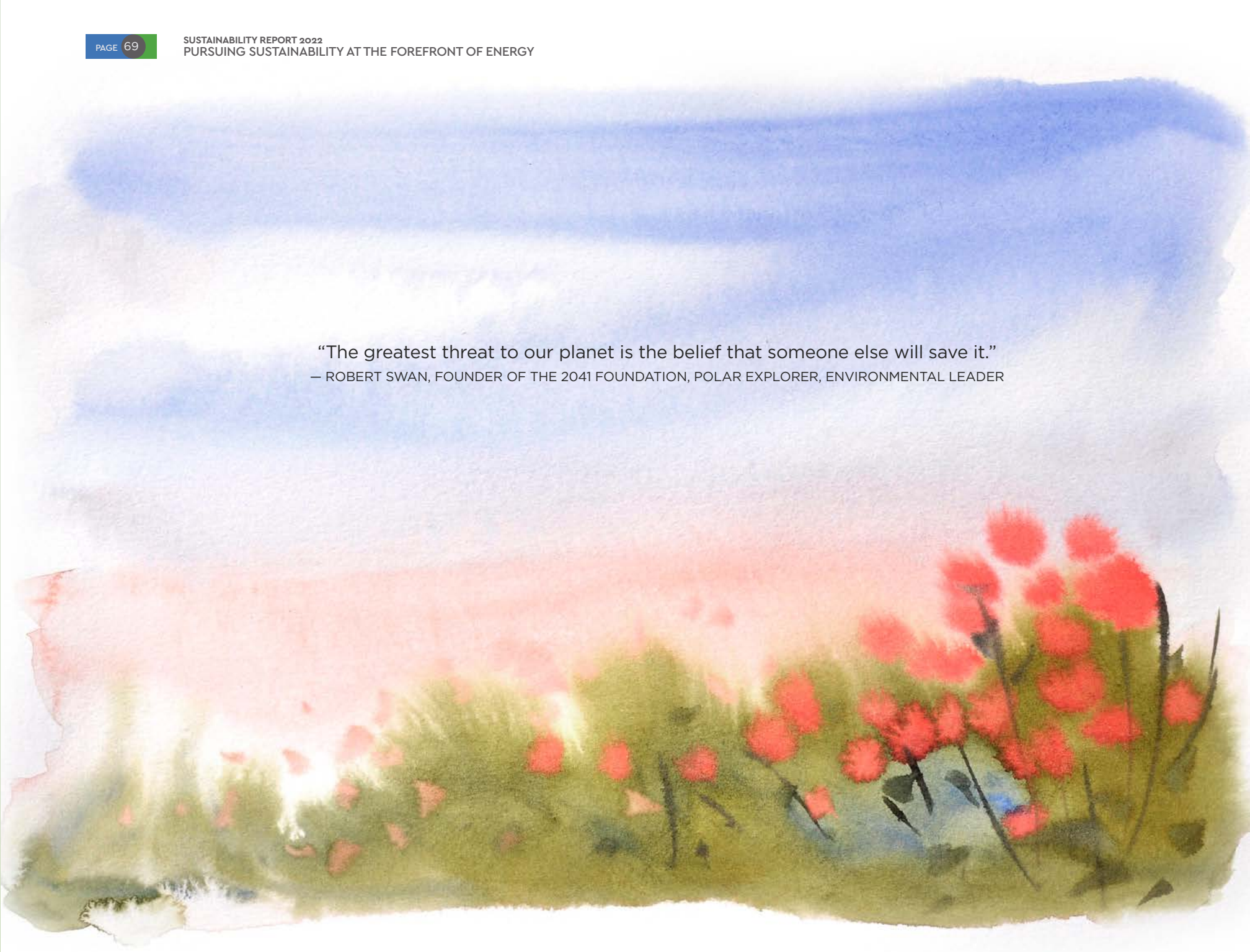
N = number of individuals

d = Margalef index of species richness

J' = Pielou evenness index (i.e., how evenly the trees are distributed among the different species)

H' = Shannon-Wiener diversity index





“The greatest threat to our planet is the belief that someone else will save it.”
— ROBERT SWAN, FOUNDER OF THE 2041 FOUNDATION, POLAR EXPLORER, ENVIRONMENTAL LEADER



GHG Emissions

13 Climate
action



14 Life
below water





GHG Emissions

Natural gas consists of over 90 percent methane, which has more than 80 times the global warming potential of carbon dioxide (CO₂) within 20 years of its release into the atmosphere. According to the United Nations Intergovernmental Panel on Climate Change (IPCC) 2021 report, 25 percent of global warming can be attributed to methane in the atmosphere. As a leading proponent of clean energy and sustainability, NGC is committed to reducing methane emissions in its operations. To this end, the company joined the global methane management initiative — Oil and Gas Methane Partnership 2.0 (OGMP 2.0) — in 2021.

NGC's first OGMP report was submitted in 2022, and it earned the company the Gold Standard for methane reporting. To achieve the Gold Standard, a company must demonstrate an explicit and credible path to attaining the specified reporting levels within the required period. In its first year of reporting, NGC submitted a robust implementation strategy that shows how the company plans to achieve the OGMP Level 4 or 5 reporting by 2024 for operated assets, and by 2026 for

non-operated assets. Level 4 relates to emissions reported by detailed source type using specific emissions and activity factors, based on direct measurement. Level 5 goes a step further, relating to emissions allocated to individual source types with reporting based on site-level measurements to reconcile source and site-level emission estimates. NGC will submit its second annual OGMP methane emissions report in May 2023.

NGC's methane management processes include the use of satellite and optical gas imaging (OGI) technology for monitoring and measurement of methane emissions as part of its Leak Detection and Repair (LDAR) programme. Asset Integrity Management (AIM), leak detection and mitigation, as well as Process Safety Management (PSM) systems are all employed to prevent and/or reduce methane emissions. Emissions are reported in the following activity categories: venting, fugitives, flaring, stationary combustion, and mobile combustion. NGC revised its performance targets in alignment with the OGMP Framework, to include a target for overall methane emissions reduction (Point 3 below).

THE COMPANY AIMS TO ACHIEVE THE FOLLOWING TARGETS:

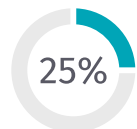
75% reduction in the routine venting of methane emissions by 2025, compared to 2021 base year. Routine venting refers to methane emissions from routine activities exclusively and does not include venting associated with incidents and emergencies.



50% reduction of fugitive methane emissions by 2025, compared to 2021 base year.



25% reduction of overall methane emissions for operated assets by 2025, compared to 2021 base year. This overall target covers all sources of methane emissions from all operated assets inclusive of incidents and emergencies.



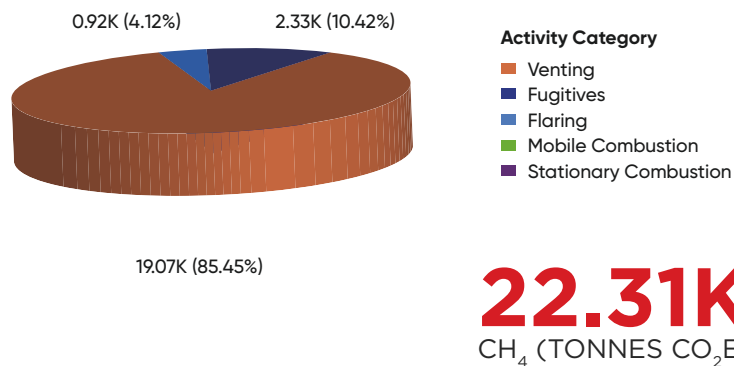
GHG Emissions

Note: Following an internal assurance process, figures reported in NGC's 2021 sustainability report that contained calculator errors have been amended and restated in this report.

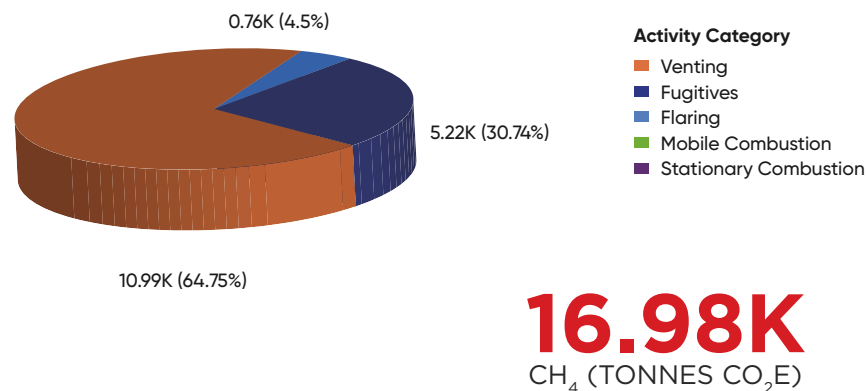
	Consolidation Basis (Operational Control, Equity)	Year in which the target was set	Reference/Base Year	Total emissions in scope of the target (Metric Tonnes CH ₄)	Target Year	Targeted reduction from Reference or Base Year	Absolute emissions in Target Year (Kg)
Target 1	Operational – Routine Venting	1	2021	16.3	2025	75%	4.1
Target 2	Operational – Fugitive	1	2021	83.53	2025	50%	41.8
Target 3	Operational – Overall	1	2021	853.34	2025	25%	640.0

METHANE (CH₄) EMISSION BY ACTIVITY CATEGORY IN TONNES CO₂E (NGC ONLY)

Methane Emission by Activity Category in tonnes CO₂e 2021



Methane Emission by Activity Category in tonnes CO₂e 2022

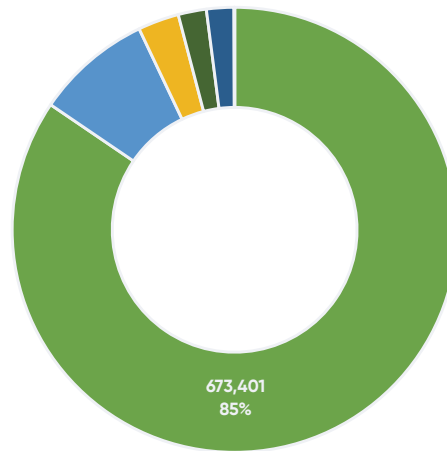


GHG Emissions

In 2022, NGC's methane emissions from its operations totalled 16.98 thousand tonnes of CO₂ equivalent, down 28.87 percent from 22.31 thousand tonnes of CO₂ equivalent of methane in 2021. There were no incidents that resulted in major or prolonged leakage of natural gas in 2022, which contributed to the reduced emissions.

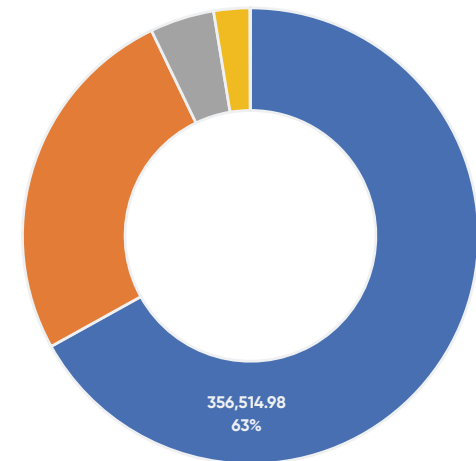
An operational control approach is used to determine NGC's organisational boundaries for GHG accounting purposes. Under this approach, NGC accounts for 100 percent of emissions from operations over which the company has operational control. Carbon dioxide, methane and nitrous oxide were included in NGC's calculation of total GHG emissions from purchased electricity, natural gas, petroleum, and diesel sources.

24" Leak Accounts for the Majority of 'Methane Emissions (kg)' in 2021



- 24" Leak Repair (Venting and Flaring)
- Customer Meters and Regulator Stations
- LP, HP, Ground Flare
- Pigging, UIE meter run and UIE Condensate Tank emissions
- Pipelines
- Emissions from Mobile Flare
- CNG
- Chillers and Generators

Incident/Emergency Venting and Flaring accounts for the majority of 'Methane Emissions (kg)' in 2022



- Incident/Emergency Venting and Flaring
- Customer Meters and Regulator Stations
- LP, HP, Ground Flare
- Route Venting
- Mobile Flare
- CNG
- Chillers and Generators
- Non-Routine Venting
- Pipeline Fugitives

GHG Emissions

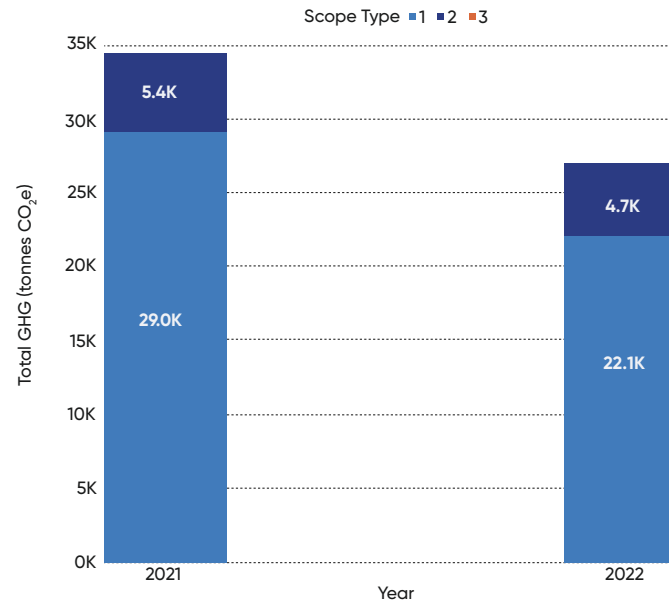
	2022	2021	2020	2019
Gross direct (Scope 1) GHG emissions (tonnes CO ₂ equivalent)	22,102.49	29,046.08	6,714.95	8,720.01
Gross location-based energy indirect (Scope 2) GHG emissions (tonnes of CO ₂ equivalent)	4,725.38	5,434.85	4,838.31*	6,088.86*
Gross other indirect (Scope 3) GHG emissions (tonnes of CO ₂ equivalent)	38.21	-	-	-
Carbon intensity (tonnes of CO ₂ equivalent /TBTU)	51	64	23.61	26.5

**Data is incomplete due to unresolved electricity billing errors*

Venting (routine and fugitive) is the major source of NGC's GHG emissions. Natural gas leaks that occurred in 2021 and 2022 contributed to higher gross GHG emissions being recorded in those years.

NGC has commenced measurement of its Scope 3 GHG emissions under the category of Business Air Travel, for which data was available and over which the company had a degree of control. In 2022, NGC's Scope 3 Business Air Travel was measured at 38.21 tonnes CO₂e. The company is working towards expansion of its Scope 3 measurement and reporting to include Hotel Stay; Waste Generated in Operations; Purchased Goods and Services; Capital Goods; and others, based on data availability.

Total GHG Emissions by Scope Type in Tonnes CO₂e



GHG Emissions

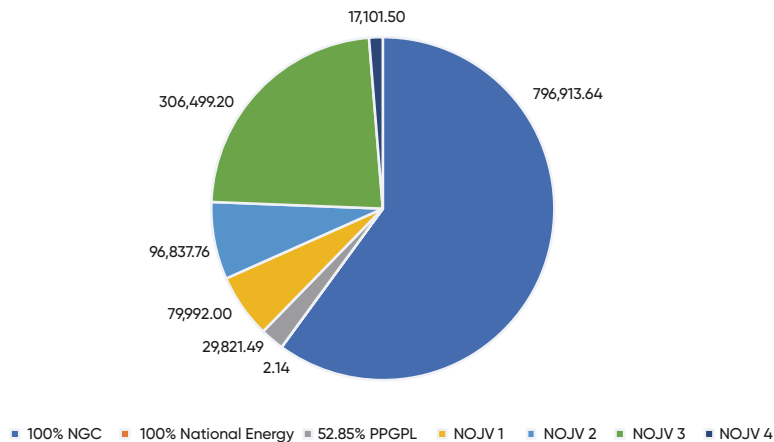
TOTAL METHANE EMISSIONS (NGC & NOJVS)

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 a total of approximately 1,327.1 tonnes (69.2

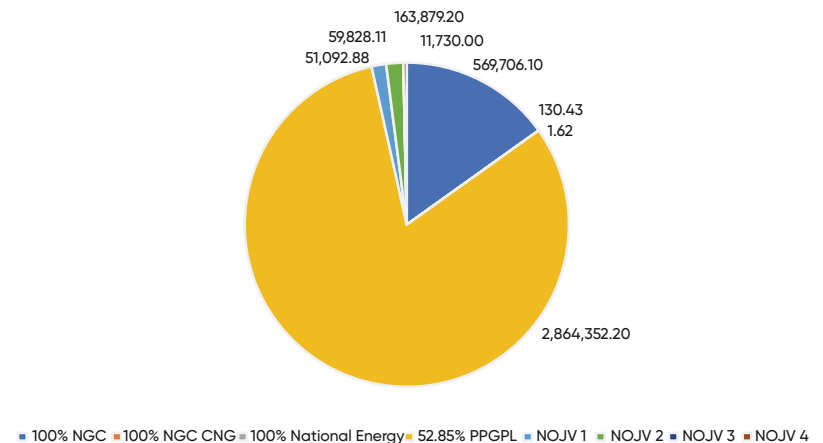
mmscf). This was recalculated and is being restated from 1,312 tonnes (approximately 68 mmscf) in 2021. The NGC Group's and its NOJVs' measured/calculated methane emissions in 2022, stood at approximately 3,720.7 tonnes (194.0 mmscf). The increase can be partially attributed to major leak incidents that occurred during operations at PPGPL in 2022.

Due to the location of one of the two leaks detected at the PPGPL facility February 2022, it could only have been repaired during PPGPL's facility turnaround scheduled for April/May 2023. This limitation on scheduling of the repair was one of the contributors to the reported methane emissions.

**Total Methane Emissions, 1.33 MMKg
by Company Equity 2021**



**Total Methane Emissions, 3.52 MMKg
by Company Equity 2022**



GHG Emissions

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 within

the organisation. The company does not currently utilise fuel from renewable sources.

		2022	2021	2020	2019
Total fuel consumption within the organisation from non-renewable sources (terajoules)	• Natural Gas for Stationary Combustion, Flaring, Venting and Fugitive emissions	118.42	160.16	58.78	77.78
	• Diesel used for Stationary Combustion	1.63	5.45	5.00	5.20
	• Petrol in Land Fleet Vehicles	0.50	0.42	0.51	0.49
	• Diesel in Land Fleet Vehicles	9.05	7.81	8.74	9.99
	• Compressed Natural Gas (CNG) in Land Fleet Vehicles	0.56	0.81	1.54	2.63
	• Electricity	24.27	27.92	24.86*	31.28*
	TOTAL (terajoules)	154.43	202.57	99.42	127.39
Energy Intensity Ratio for the organisation	Total energy consumption (TBtu)/ Annual quantity of gas delivered (TBtu)	0.146/526.43 = 0.0003	0.192/540.31 = 0.0004	0.094/489.39 = 0.0002	0.121/558.88 = 0.0002

*Data is incomplete due to unresolved electricity billing errors

Note: There were no incidents that resulted in major or prolonged leakage of natural gas in 2022, which contributed to the reduced energy consumption.

GHG Emissions

STANDARDS, METHODOLOGIES, ASSUMPTIONS AND CALCULATION TOOLS

Calculation Guidelines:

- World Resources Institute's Greenhouse Gas Protocol (GHG Protocol)
 - Corporate Accounting and Reporting Standard <https://ghgprotocol.org/corporate-standard>
 - Scope 3 Calculation Guidance for Business Travel <https://ghgprotocol.org/sites/default/files/2022-12/Chapter6.pdf>
- American Petroleum Industry Greenhouse Gas Emissions Methodologies for the Oil and Gas Industry (API Compendium) <https://www.api.org/~media/files/policy/esg/ghg/2021-api-ghg-compendium-110921.pdf>
- Intergovernmental Panel on Climate Change (IPCC) Guidelines for National Greenhouse Gas Inventories Volume 2, Energy <https://www.ipcc-nggip.iges.or.jp/public/2006gl/vol2.html>

Global warming potentials, physical gas constants, emissions factors and other constants:

- Sixth Assessment Report (AR6) of the United Nations (UN) Intergovernmental Panel on Climate Change (IPCC).
- Western Climate Initiative
- International Energy Agency (IEA)
- Ecometrica
- EPA Mobile 6 software
- US EPA Center for Corporate Climate Leadership: Emission Factors for GHG Inventories

“The Earth is a fine place and worth fighting for.”

— ERNEST HEMINGWAY, AMERICAN NOVELIST





OCCUPATIONAL

Health and Safety

3 Good health
and well-being



8 Decent work and
economic growth



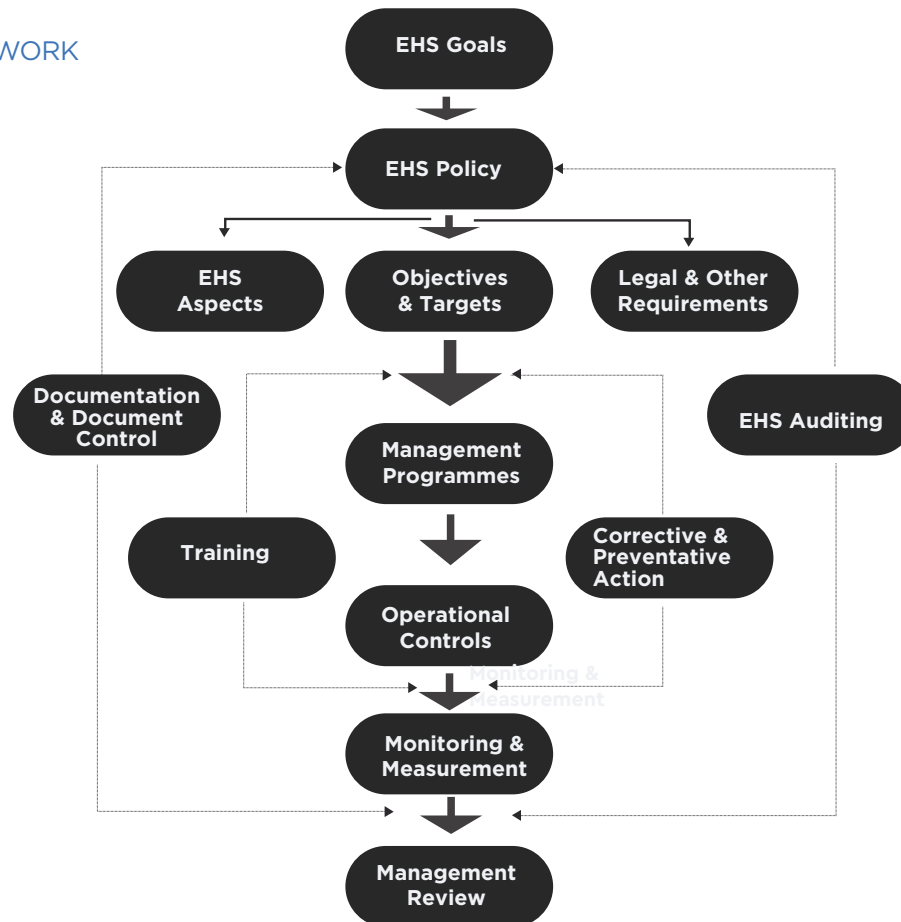


Occupational Health and Safety

On 20 August 2022, the company marked a significant Health, Safety, Security and Environment (HSSE) milestone with the achievement of 365 days without a Lost Time Incident (LTI). This achievement moved the company one step closer to accomplishing the goal of 'zero at risk behaviours' as articulated in The NGC Group HSSE Policy statement. The NGC Group conducts its operations in accordance with prevailing occupational health and safety (OHS) laws, regulations and standards. These include the Occupational Health and Safety Act, 2004, Chapter 88:08; the Environmental Management Act, 2000, Chapter 35:05; OHSAS 18001 specifications; and ISO 14001.

NGC has developed its Environment, Health, and Safety Management System (EHSMS), including policies, procedures and guidelines, to inform the management of EHS in the company's activities at its facilities and project sites.

SAFETY MANAGEMENT SYSTEM FRAMEWORK



Occupational Health and Safety

KEY HSSE POLICIES & PROCEDURES

- Environment, Health & Safety Management System 2.0
- EHSS Employee Handbook
- Emergency Management Plan
- HSE & Security Requirements for Contractors Handbook
- The NGC Group HSSE Policy
- Structure, Terms of Reference and Operating Guidelines for the HSE Committees
- Pipeline Emergency Response Procedure
- Management of Change Procedure
- Business Continuity Management Team Charter Procedure
- Job Hazard Assessment Procedure
- Control of Work

The EHSMS applies to EHS operations at NGC's facilities that fall under the company's direct control and management, as well as activities over which the company may have influence but does not have direct control. The EHSMS is audited by NGC's Internal Audit Division and covers 100 percent of NGC's employees and contractors.

CONTRACTOR HSSE MANAGEMENT

Contractors that wish to work for NGC are required to submit a Contractor HSSE Management System to be assessed by NGC in the prequalification process and contractors must satisfy the HSSE evaluation criteria to become prequalified. All contractor employees are required to complete NGC's HSSE contractor orientation prior to commencement of work with NGC. Pre-conditions including 7-point drug testing and possession of a valid Point Lisas Energy Association (PLEA) Passport must also be met by contractor workers. NGC's Contractor HSSE Requirements Handbook, which is issued to tenderers, details the company's policies and procedures to which contractors must adhere. Contractors are also required to comply with insurance requirements, which are evaluated and verified by NGC Risk Management Division prior to award of a contract.

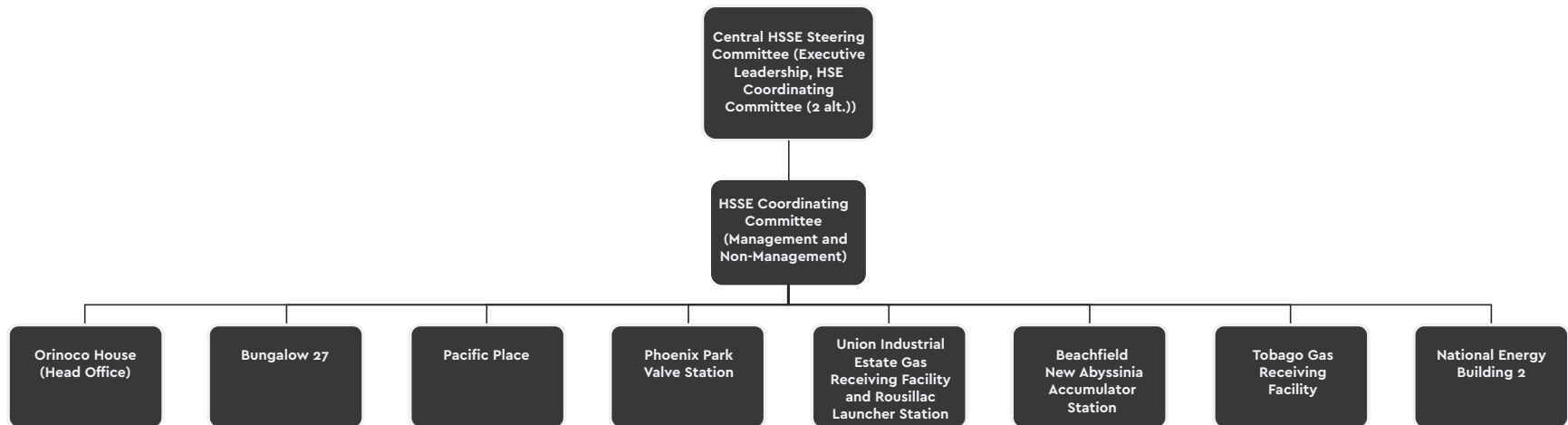
EMPLOYEE INVOLVEMENT IN OHS

Employees have access to NGC's policies, procedures and guidelines through the company's HSSE portal. HSSE continues to be embedded in the organisational culture through the inclusion of HSSE moments at the start of all company meetings and the dissemination of periodic HSSE-related communiques.

Both management and non-management employees are involved in HSSE monitoring, evaluation and coordination through the company's HSSE committees – the Central HSSE Steering Committee and the HSSE Coordinating Committee.

These committees meet every two months and are supported by nine sub-committees that meet monthly. The sub-committees comprise non-management employees from each of the company's operating facilities and a representative from each sub-committee is on the HSSE Coordinating Committee. Contractors are not currently represented on the HSSE sub-committees.

Occupational Health and Safety



HSSE TRAINING

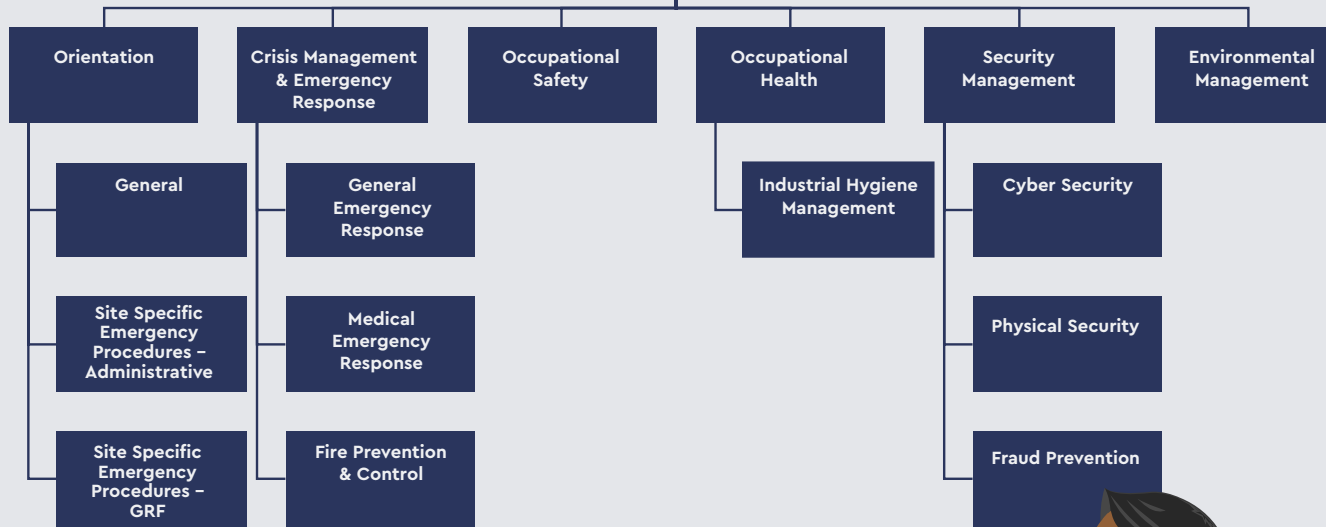
In addition to the informal continuous reinforcement of safety thinking and behaviours, NGC provides relevant formal training to employees. Programmes such as Basic Firefighting and First Aid are

provided to all employees and driving officers are required to complete and maintain Defensive Driving training certification at pre-determined intervals.

It falls within managers' purview to identify, plan, monitor and record the training needs of their staff, using the company's training matrix.

HSSE TRAINING MATRIX

HSSE TRAINING



Occupational Health and Safety

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

EMERGENCY RESPONSE PLAN

An Emergency Response Plan (ERP) has been developed for each of NGC's facilities. The ERP identifies potential accidents and emergencies and provides recommendations for prevention and mitigation of HSSE impacts. Each ERP includes an Emergency Management Plan (EMP), which governs the operations of the Emergency Operations Centre – the central command facility – and the Control Post where the primary command field operations would be executed in an emergency. NGC tests the readiness and responsiveness of stakeholders including leaders, employees, contractors and first responders during the company's annual emergency response drill exercises. Feedback from these exercises is used to make necessary adjustments and improvements to the ERPs.

HAZARD IDENTIFICATION, RISK ASSESSMENT AND INCIDENT INVESTIGATION

Hazard identification, risk assessment and risk management are critical to preventing accidents and incidents. NGC's Job Hazard Analysis (JHA) procedure provides details on hazard identification, risk assessment and HSSE controls for routine and non-routine activities.

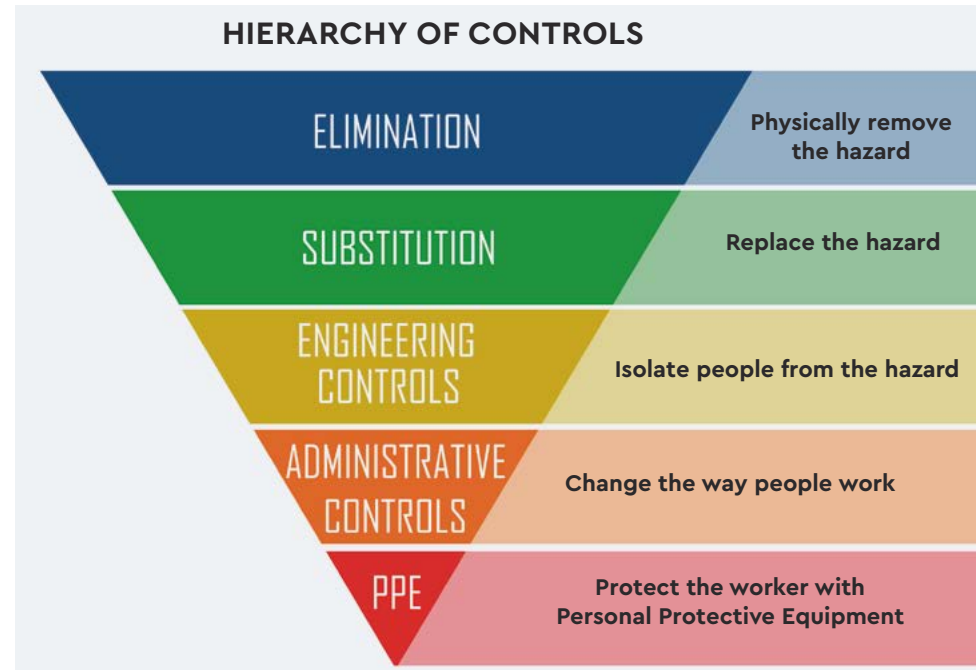


Occupational Health and Safety

The hierarchy of controls developed by the National Institute for Occupational Safety and Health (NIOSH) is used to guide selection of HSSE controls for implementation. Mandatory JHA training is provided for all employees required to participate in the JHA process. Contractors are responsible for providing JHA training for their employees, who must also complete NGC's JHA and Control-of-Work orientation process.

Most Effective

Least Effective



Employees are encouraged to actively observe their working environment and are empowered to report both safe and unsafe HSSE behaviours and conditions. The company has adopted the STOP Work Order Procedure under which any employee can stop work if the conditions

are deemed to be unsafe. Section 4.4 of the procedure protects employees from consequences of stopping work, even if the hazard is subsequently determined to be insufficient to justify the action. Safety breaches are taken seriously by the company and an employee's first

instance of a breach is used as a learning opportunity in accordance with NGC's Consequence Management Policy. Root Cause Analysis is employed to evaluate the incident and make recommendations to address the breach and prevent future occurrences.

HSSE REPORTING SYSTEMS

**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.

**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.

**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.

**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/III 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.

Occupational Health and Safety

NGC has adopted the Learning from Incidents (LFI) process that outlines the procedures for recording and investigating incidents within a stipulated timeframe. One of the important outcomes of the LFI process is a 'lessons learnt', which summarises the incident, the findings of the Root Cause Investigation, the recommendations and actions taken. Following verification of the report by the LFI Committee and HSSE Team, quarterly lessons learnt are published and shared with relevant stakeholders. Completion of the LFI process within the 28-day timeframe was a challenge in 2022. A review of the overall process is being conducted to identify areas for improvement.



Occupational Health and Safety

PIPELINE EMERGENCY RESPONSE PROCEDURE

Due to the nature of its operations, which involve the transportation and distribution of natural gas through an extensive pipeline network, NGC has developed specific ERPs for its pipeline operations. The network of pipelines runs from Guayaguayare on the south-east peninsula to Point Lisas on the west coast, to LICs located in Chaguanas, Port of Spain, Arima and Tobago. The safety and integrity of NGC's infrastructure is of paramount importance for preventing accidents and incidents, preserving lives, and maintaining operational efficiency. The Pipeline ERP categorises potential emergencies and applies a risk matrix that plots potential impacts against the likelihood of occurrence to determine the level of risk and the concomitant response plan.

THE FOLLOWING INCIDENTS WOULD BE CONSIDERED 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

Occupational Health and Safety

PIPELINE EMERGENCY IMPACT LEVEL

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

Occupational Health and Safety

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

Occupational Health and Safety

OCCUPATIONAL HEALTH SERVICES

The health of the organisation is inextricably linked to the health of its employees. NGC therefore provides occupational health services to support its employees based on the nature of their jobs, their work environment and age. In 2020, NGC onboarded its first industrial health nurse to provide occupational health services to employees across The Group.

Subsequently, the first Health Risk Assessment (HRA) exercise was completed in 2022. The final report of the HRA is being reviewed and will be presented to the board in 2023. The HRA was conducted by the company's

occupational physician with support from the nurse, to identify and evaluate occupational risks in a systematic manner. Based on the findings of the report, including health surveillance medical exams, programmes will be developed to address employees' specific occupational health needs.

Employees' medical records are stored at the health care facilities and shared with the nurse and the company's medical advisor. Medical records cannot be released without the consent of employees and medical documents stored within the company are accessible by the nurse only.

HSSE PERFORMANCE INDICATORS

The company achieved a major milestone in 2022 with the completion of a full year without any LTIs, injuries, accidents or fatalities to employees or contractor workers. There were also no recorded incidents of work-related ill health during the year.



HSSE PERFORMANCE INDICATORS

2022**TOTAL MAN-
HOURS WORKED****1,706,016**TOTAL MAN-HOURS
WORKED (Company)**1,434,978**TOTAL MAN-HOURS
WORKED (Contractor)**271,038****2021****TOTAL MAN-
HOURS WORKED****1,764,202**TOTAL MAN-HOURS
WORKED (Company)**1,425,756**TOTAL MAN-HOURS
WORKED (Contractor)**338,446****2020****TOTAL MAN-
HOURS WORKED****146,276**TOTAL MAN-HOURS
WORKED (Company)**125,802**TOTAL MAN-HOURS
WORKED (Contractor)**20,474****2022****TOTAL FIRST AID &
INCIDENT CASES****5**FIRST AID & INCIDENT
CASES (Company)**4**FIRST AID & INCIDENT
CASES (Contractor)**1****2021****TOTAL FIRST AID &
INCIDENT CASES****1**FIRST AID & INCIDENT
CASES (Company)**0**FIRST AID & INCIDENT
CASES (Contractor)**1****2020****TOTAL FIRST AID &
INCIDENT CASES****0**FIRST AID & INCIDENT
CASES (Company)**0**FIRST AID & INCIDENT
CASES (Contractor)**0****LET'S CONNECT****35****WORKPLACE
INSPECTIONS/
BARRIER HEALTH
VERIFICATIONS****71****LET'S CONNECT****1,149****WORKPLACE
INSPECTIONS/
BARRIER HEALTH
VERIFICATIONS****95****LET'S CONNECT****5,112****WORKPLACE
INSPECTIONS/
BARRIER HEALTH
VERIFICATIONS****60****TOTAL LOST TIME
INJURIES****0**LOST TIME INJURIES
(Company)**0**LOST TIME INJURIES
(Contractor)**0****TOTAL LOST TIME
INJURIES****2**LOST TIME INJURIES
(Company)**0**LOST TIME INJURIES
(Contractor)**2****TOTAL LOST TIME
INJURIES****1**LOST TIME INJURIES
(Company)**0**LOST TIME INJURIES
(Contractor)**1**

2022**TOTAL DAYS LOST****0**DAYS LOST
(Company)**0**DAYS LOST
(Contractor)**0****2021****TOTAL DAYS LOST****15**DAYS LOST
(Company)**0**DAYS LOST
(Contractor)**15****2020****TOTAL DAYS LOST****8**DAYS LOST
(Company)**0**DAYS LOST
(Contractor)**8****2022****TOTAL ACCIDENT SEVERITY RATE****0**ACCIDENT SEVERITY
RATE (Company)**0**ACCIDENT SEVERITY
RATE (Contractor)**0****2021****TOTAL ACCIDENT SEVERITY RATE****1.7**ACCIDENT SEVERITY
RATE (Company)**0**ACCIDENT SEVERITY
RATE (Contractor)**8.86****2020****TOTAL ACCIDENT SEVERITY RATE****10.94**ACCIDENT SEVERITY
RATE (Company)**0**ACCIDENT SEVERITY
RATE (Contractor)**78.15****TOTAL ACCIDENT FREQUENCY RATE****0**ACCIDENT FREQUENCY
RATE (Company)**0**ACCIDENT FREQUENCY
RATE (Contractor)**0****TOTAL ACCIDENT FREQUENCY RATE****0.23**ACCIDENT FREQUENCY
RATE (Company)**0**ACCIDENT FREQUENCY
RATE (Contractor)**1.18****TOTAL ACCIDENT FREQUENCY RATE****1.37**ACCIDENT FREQUENCY
RATE (Company)**0**ACCIDENT FREQUENCY
RATE (Contractor)**9.77****FATALITIES****0****IINs**
103**FATALITIES****0****IINs**
82**FATALITIES****0****IINs**
100**WORK-RELATED ILL HEALTH****0****WORK-RELATED ILL HEALTH****0****WORK-RELATED ILL HEALTH****0**

(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

“We can never have enough of Nature.”
- HENRY DAVID THOREAU, NATURALIST AND AUTHOR





LOCAL Communities

1 No poverty



3 Good health and well-being



5 Gender equality



6 Clean water and sanitation



16 Peace, justice and strong institutions

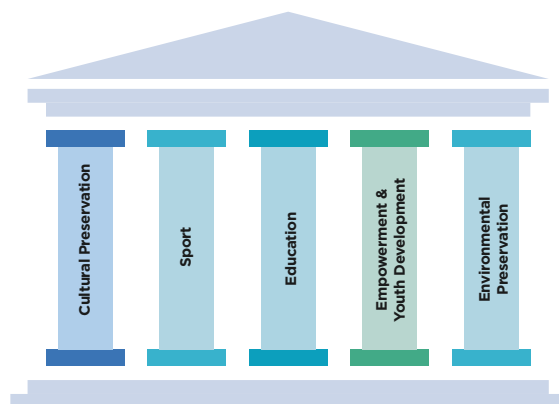




Local Communities

NGC is committed to the enhancement and empowerment of the fenceline communities in which the company maintains operating assets or has ongoing activities. NGC's sustainability impact also extends beyond its fenceline communities to the nation at large. Under the Green Agenda strategy, NGC has developed and implemented initiatives to reach its target audiences both at the local and national levels. Programmes have been designed in accordance with the company's Corporate Social Responsibility (CSR) Pillars and in alignment with the UN SDGs. Interventions are also developed based on consultations, research and collaboration with stakeholders that live and work in the communities.

CSR PILLARS



SUSTAINABLE COMMUNITY DEVELOPMENT

Launch of I2A Youth Development Initiative

In November 2022, NGC realised a longstanding vision with the launch of the Inspire-2-Achieve (I2A) youth development initiative. The landmark programme has consolidated the numerous disparate youth-focused initiatives that the company has developed and supported into an integrated programme that addresses current and future societal needs.

The programme comprises four key learning channels, or tracks — Track 1 — Science, Technology, Research, Engineering, Arts and Mathematics (STREAM); Track 2 — Sustainability; Track 3 — Entrepreneurship; and Track 4 — Life Skills and Career Coaching. The tracks will be delivered by industry experts with experience in youth training.

The objectives of the I2A initiative are outlined on the following page.

I2A will be delivered over a three-year period, in the first instance in the community of La Brea and environs, commencing in January 2023. The first

cohort will comprise a maximum of 100 students between the ages of seven and 17 to participate in interactive sessions on weekends and after school. The co-curricular programme is designed to keep the youths engaged through a combination of live classroom sessions and asynchronous learning content hosted on a digital learning management system.

Solar PV Installation Programme for Community Stakeholders

NGC received requests for the installation of solar lighting from various community groups in 2022. In response to these requests, the company partnered with Caribbean Industrial Research Institute (CARIRI) to deliver a Solar PV Installation training programme for stakeholders of these communities — Couva, Rio Claro/ Poole Valley, Trincity/Sunrise Park in Trinidad, and Canaan/Bon Accord in Tobago. The programme was developed to empower the communities to participate in implementing their own sustainable solutions. At the end of the six-week training course, 86 percent of participants received completion certificates.

TARGETED PROGRAMME OUTCOMES OF I2A INITIATIVE

Sustainability Track

Increased propensity for enjoyment of nature by displaying behaviours related to:

- Energy conservation
- Involvement in environmental preservation
- Recycling and upcycling
- Climate change mitigation and adaptation

Increased empathy and care for biodiversity and environmentally sensitive species

Increased sense of responsibility for the environment

Increased likelihood of graduation and pursuing a career in Sustainability

STREAM Track

Improved attitudes toward STREAM fields and careers

Increased STREAM knowledge and skills

Increased likelihood of graduation and pursuing a STREAM career

Improved participation of girls in STREAM fields and careers

Increased likelihood of girls and young women pursuing STREAM careers

Entrepreneurship Track

Helped participants develop skills for creative and innovative thinking to identify novel business opportunities

Developed a spirit of perseverance in participants to enable them to persist in any business venture they embark on

Helped participants pursue self-employment and to become self-reliant

Promoted small business creation in target communities

Life Skills and Career Coaching Track

Helped identify personal, educational and career choices

Helped create action plans to accomplish personal, educational and career goals

Practised skills to monitor progress towards achieving goals

Help identify and treat with any socio-psychological challenges to goal attainment

Improved ability to cope with adversity and to manage interpersonal conflict constructively



Local Communities

SUSTAINABLE COMMUNITY DEVELOPMENT

The training was conducted from 03 October to 08 November 2022 with virtual classes held for all communities via Zoom and onsite practical training sessions held in each community. The intensive programme included topics such as Electricity Fundamentals; Solar PV System Components; Electrical Specifications; Modifying Systems to Build Resilience and Widen Capacity; and Maintenance and Operation of Solar PV Systems.

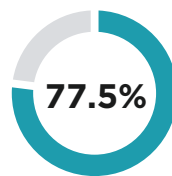
When polled following the programme, 99 percent of respondents rated the initiative as 'good' or 'excellent'. They appreciated the intervention and expressed an interest in further developing their skills in solar PV installation.

NGC continues to partner with its stakeholders to embrace and prepare for the energy transition by building resilient and sustainable communities in line with UN SDG #11 — Sustainable Cities and Communities. The company plans to offer similar training opportunities within its fenceline communities in 2023.

La Brea Farmers' and Craft Market

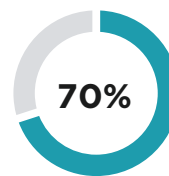
NGC signed an MOU with the Ministry of Sport and Community Development in 2021 to collaborate in support of implementation of initiatives in the community of La Brea in south-western Trinidad. The initiatives will be developed and executed through the La Brea Committee for Sustainable Development (CSCD) and its sub-committees. In 2022, the sub-committee for economic development, with NGC's support, hosted two farmers' and craft markets in collaboration with Export Centres Company Limited.

The events attracted participation from local farmers, artisans and food and beverage entrepreneurs. All services for the event, including the sound system, photography, videography, catering, and rentals, were procured from organisations and individuals resident in the La Brea community. The opportunity was also used to introduce young people from the No Youth Left Behind community-based group to the process of data collection. The youths assisted in surveying vendors and patrons that attended the events and the data was used to assess the overall level of satisfaction with the initiative.



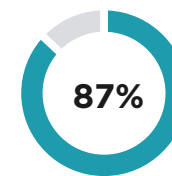
Percentage of shoppers and vendors that rated their overall experience as 'Positive' or 'Very Positive'

77.5%



Percentage of shoppers that purchased items at the market

70%



Percentage of shoppers that would participate in the market again

87%



Percentage of vendors interested in participating in the market again

100%

Local Communities

ALTA Online Adult Literacy Programme

In 2022, NGC continued to support ALTA Online initiatives such as sponsorship of the ICT Centre at Guayaguayare, which provides access to the ALTA Online platform for 25 students. The ALTA Online programme was carded for rollout at Point Fortin West Secondary School. However, due to the untimely passing of key personnel, implementation was not possible in 2022.

The ALTA Online Tablet Project was conceptualised to facilitate access to the ALTA Online platform on tablets, which are more affordable and accessible to prospective students. The project aims to configure the programme content to be fully functional on tablets, laptops and PCs. Following testing and identification of issues, it was determined that Android tablets offered suitable functionality to support learning on the platform.



NGC Couva Joylanders performed at Pan Trinbago's 'A Taste of Carnival 2022'.

Support for Community-based Steelbands

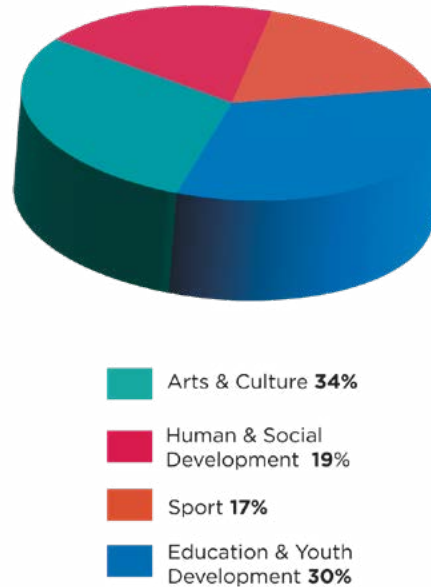
NGC continued to work closely with its three sponsored steelbands – NGC Couva Joylanders, NGC Steel Xplosion, and NGC La Brea Nightingales. With the relaxation of some COVID-19 restrictions in 2022, a national celebration of steelpan – Taste of Panorama – was held. Bands from around the country were invited to entertain appreciative audiences with their renditions of Panorama-type arrangements as well as pop songs performed in calypso style. The NGC Couva Joylanders was recognised with the 'Best Digital Presence' award for the work the band is doing to promote their music in the digital space.

The NGC-sponsored steelbands and Tassa Group – NGC Trinidad and Tobago Sweet Tassa – completed succession planning and youth leadership training in 2021. Arising out of the training programme, each band was required to develop action plans geared towards their sustainable growth and development. The bands commenced implementation of their action plans in 2022. With the lifting of gathering restrictions, 2022 saw the return of Titans of Steel – a community engagement, networking, and revenue generation event hosted by the NGC Couva Joylanders. Some of the nation's top large, medium, and small bands, as well as ensembles, entertained the audience with a mix of musical genres played on the national instrument.

Local Communities

Reactive Contributions

NGC has always supported the work of community-based organisations (CBOs), non-profit organisations (NPOs) and individuals that are helping to improve the lives of citizens across the country. During the Covid-19 pandemic, CBOs, NPOs and individuals were impacted by the general decline in economic and social activity. As restrictions were gradually lifted in 2022, allowing for the resumption of these activities, NGC received numerous requests for financial assistance. Contributions were provided to 172 organisations and/or individuals throughout Trinidad and Tobago under the company's CSR pillars and in alignment with the company's CSR policy.



Community Green Sporting Facilities

In alignment with NGC's Green Agenda strategy, the company took a decision in 2022 that any sporting facilities requesting support for infrastructure upgrades would only be considered if the upgrades could be executed in a sustainable manner. A request was received from the Flying Fish Swim Club for assistance to repair and upgrade the club's swimming pool, which had been in a state of disrepair due to the lack of use during the COVID-19 pandemic. A contractor was engaged to conduct an energy audit of the facility and make recommendations for greening the facility. Based on the recommendations, energy efficient lighting, equipment and a pump are carded for installation in 2023.

SUPPORT FOR INFRASTRUCTURAL PROJECTS

While NGC takes precautions to mitigate impacts on fenceline communities from its operations, some unavoidable disturbances may result from the presence of heavy vehicles, construction materials, increased dust and noise levels. The company therefore employs solutions,

such as sound buffering, washing of roadways, and reforestation to mitigate against any negative environmental impacts from its operations. The mitigation of impacts on people is equally important to NGC. The company provides critical support to communities

before, during and after infrastructure projects. This support includes community sensitisation, consultations, feedback surveys, and compliance with statutory obligations such as Certificates of Environmental Clearance (CECs), Town and Country Planning Division approvals, utility and municipal authority approvals.

SUPPORT FOR INFRASTRUCTURAL PROJECTS

LOW PRESSURE SWITCH OVER (LPSO) ON NGC'S 16-INCH PIPELINE FROM BARATARIA TO DOCK ROAD, PORT OF SPAIN

Diversion of an existing 16-inch pipeline from Barataria, along Beetham/VMCOTT to the pipeline located at Dock Road, Port of Spain



Broad-based local community consultation committees and processes that include vulnerable groups:

- Stakeholder consultations held with ministers, Members of Parliament, councillors, businesses, and community groups.
- Communication included distribution of flyers, traditional media ads, notices of traffic plans, social media postings, radio and loudspeaker announcements.
- Special signage was erected by contractor as necessary.

CASCADURA PROJECT (20-INCH PIPELINE INSTALLATION) PHASE 1

Construction of a 20-inch natural gas pipeline from the Shell Cascadura facility, connecting to NGC's existing 30-inch pipeline, and installation of gas-receiving facility at Poole Valley Valve Station, Rio Claro



Local community development programmes based on local communities' needs:

- Community engagement plan developed and implemented based on assessment of community needs.
- Tree tagging exercise conducted in collaboration with Forestry Division. Worked with contractor to ensure local content from the community at all stages of the project.
- Community training programme implemented.

Stakeholder engagement plans based on stakeholder mapping:

- Structural assessment exercise conducted on residences in the community.
- Community engagement plan developed and implemented.
- Periodic reviews undertaken.

Broad-based local community consultation committees and Processes that include vulnerable groups:

- House-to-house consultations conducted at 65 households.
- Community engagement sessions conducted. Communication included distribution of flyers, traditional media ads, social media postings, radio and loudspeaker announcements.

Formal local community grievance processes:

- Processes identified in community engagement plan.

CHARLIEVILLE DIVERSION EXERCISE

Diversion of the existing 16-inch Charlieville pipeline and replacement with a 24-inch pipeline to improve natural gas supply



Local community development programmes based on local communities' needs:

- Community engagement plan developed and implemented based on assessment of community needs.

Broad-based local community consultation committees and Processes that include vulnerable groups:

- Stakeholder consultations held with fisherfolk group and Chaguanas Regional Corporation regarding crossing of Cunupia River.
- Communication included traditional media ads, social media postings, radio and loudspeaker announcements.

Local Communities

SUPPORT FOR INFRASTRUCTURAL PROJECTS

SLOPE STABILISATION WORKS FOR THE COUVA VALVE STATION

Rehabilitation and upgrade of the drainage at the NGC Couva Valve Station, Railway Road, Couva. Additionally, rehabilitation of the eroded eastern side of the 16-inch pipeline Right-of-Way along the Couva River through the construction of stub retaining wall and reinforced earth solutions



Broad-based local community consultation committees and Processes that include vulnerable groups:

- Demobilisation flyers were distributed and loudspeaker announcements were made as part of the ongoing communication plan for the project.

KISS BAKING COMPANY GAS LINE, CHAGUANAS

Broad-based local community consultation committees and processes that include vulnerable groups:

- Sensitisation meetings held with community stakeholders. Meetings held with Chaguanas Regional Corporation and status update meetings held with all stakeholders.
- Communications included distribution of flyers, traditional media ads, social media postings, radio and loudspeaker announcements.



PHOENIX PARK VALVE STATION (PPVS) PROJECT

Operationalisation of 16000 BBL condensate tank project

Broad-based local community consultation committees and Processes that include vulnerable groups:

- Flyers were distributed as part of the ongoing communication plan for the project.



FACTORY ROAD INDUSTRIAL ESTATE (FRIE) PROJECT

Establishment of a 2.3km natural gas pipeline and its associated metering station and regulator station from an existing 16-inch natural gas pipeline to AS Bryden Eteck Factory Road Industrial Estate along Factory Road, Chaguanas



Public disclosure of results of environmental and social impact assessments:

- Documents submitted to the Environmental Management Authority (EMA) in keeping with the CEC Terms of Reference.
- Additional information requested by the EMA submitted.

Broad-based local community consultation committees and processes that include vulnerable groups:

- Feedback forms distributed, and box placed at Chaguanas Borough Corporation.
- Flyers distributed to businesses and residents of the community.

INSTALLATION OF PIPELINE AT GEORGE ABOUD & SONS LIMITED (GASL)

Construction of a 4-inch natural gas pipeline to Trincity Village Centre, College Avenue, Trincity



Local community development programmes based on local communities' needs:

- Community engagement plan developed and implemented based on assessment of community needs.
- Community training programme implemented.

Broad-based local community consultation committees and processes that include vulnerable groups:

- Sensitisation meetings held with community stakeholders.
- Weekly status update meetings ongoing. Consultation sessions conducted with residents. Feedback forms distributed and feedback collected from residents.
- Communications included distribution of flyers, traditional media ads, social media postings, radio and loudspeaker announcements.

Local Communities

PARTNERSHIPS

SPORT DEVELOPMENT

Strengthening the Track and Field Value Chain

NGC and the National Association of Athletics Administrations of Trinidad and Tobago (NAAATT) have a longstanding partnership to develop the sport of track and field. Through the signature athletic initiative — Youth Elite Programme (YEP) — NGC has been supporting student-athletes to achieve academic and sporting excellence since the start of YEP in 2017. Under the programme, the athletes receive partial funding towards their coaching, medical, nutritional and educational needs. Athletes also receive training in life skills such as budgeting, etiquette, and mental health to assist them in becoming well-rounded citizens capable of contributing to society, on and off the track.

Over the years, numerous YEP athletes have successfully represented Trinidad and Tobago at local, regional and international competitions, including the Olympic Games. In 2022, YEP athletes competed in the CARIFTA Games held in Kingston, Jamaica, following a two-year hiatus due to the COVID-19 pandemic.



YEP ATHLETES WON SEVEN OF TRINIDAD AND TOBAGO'S 23 MEDALS AT CARIFTA GAMES 2022 HELPING THE COUNTRY TO FINISH WITH THE SECOND HIGHEST OVERALL MEDAL COUNT IN THE COMPETITION.

YEP ATHLETES' PERFORMANCE — CARIFTA GAMES 2022



TIER 1



GIANNA PAUL
Heptathlon



TIER 1



SHANIQUA BASCOMBE
100M



TIER 1



SHANIQUA BASCOMBE
200M



TIER 1



SHANIQUA BASCOMBE
4x100M Relay



TIER 1



AARON ANTOINE
High Jump



TIER 1



SHAKEEM MC KAY
4x400m Relay



TIER 3



NATASHA FOX
400M Hurdles

Gold

Silver

Bronze

Local Communities

NGC further strengthened its commitment to supporting student-athletes through a Memorandum of Cooperation (MOC) that was signed among NGC, NAAATT and the University of Trinidad and Tobago (UTT) for the provision of scholarships to YEP athletes who wish to pursue tertiary education at UTT. Scholarships would be available to YEP athletes based on the NAAATT's recommendation. Students can enrol in any of the university's certificate, diploma, bachelor's degree, or master's degree programmes for which they meet the academic entry requirements. All fees associated with the students' education will be covered by the scholarships. The athletes are required to maintain a prerequisite grade point average, attend training sessions, and participate in competitions as directed by their NAAATT/UTT coaches.

Through this partnership, NGC is helping to develop track and field in a sustainable manner by supporting the local athletic value chain. The scholarship programme will help to build capacity within the national university as an increasing number of existing and potential national athletes opt to study and train locally. The recipients will benefit from receiving an international standard of education, training and competition, while being



Coaches and teachers completed physical literacy training conducted by Sport-for-Life

supported by their families, friends and colleagues. The first YEP UTT scholarship was awarded in 2022.

Digitisation of Sport

During the pandemic, NGC embarked on a project to digitise its sporting programmes — YEP, Right on Track (ROT) and Kids Athletics Programme (KAP). In Phase 1 of the digitisation project, NGC partnered with the Youth Training and Employment Partnership Programme (YTEPP) to train coaches and teachers in the use of digital platforms for sport.

Phase 2 involved the engagement of Canadian firm Sport-for-Life (S4L) to create a customised version of their PLAYBuilder platform. The platform

contains lesson plans, demo videos, report templates and fun videos for a wide range of sporting activities. YEP, ROT and KAP coaches and teachers were enrolled on PLAYBuilder and trained to use it for physical literacy coaching. The final phase of the project — Phase 3 — was completed in 2022 when in-person workshops were hosted by S4L for lead coaches and teachers. The training included presentations on physical literacy and face-to-face interaction with a mentor. Training manuals were also distributed to each participant. This investment in sport is contributing to not only sustaining sport itself, but also to the physical and mental health and wellbeing of the nation's youth, now and in the future.

Local Communities

Preserving Caribbean Culture through Film

NGC made an emphatic statement about its holistic view of sustainability with the announcement of its intention to acquire the Banyan archive of Caribbean film. Formed in 1976, Banyan Limited was the first television station in the English-speaking Caribbean to be owned and operated by Caribbean nationals and dedicated to producing and airing Caribbean-based programming. The archive consists of over 500 complete television programmes and 2,000 tapes of raw footage. These feature interviews with Caribbean politicians, artists, musicians and thought leaders as well as footage of significant societal events in the spheres of sport, politics, arts and culture, and others. The archive represents a distinctive source of Caribbean history and is an invaluable repository of the region's social, economic and political development.

NGC understands the value of preserving this historic collection as a contribution to the cultural heritage of Trinidad and Tobago and the Caribbean. Following the acquisition, the company intends to make the content available to students, artists, researchers, writers, filmmakers and the general public.

NGC Bocas Lit Fest

The 12th Annual NGC Bocas Lit Fest was hosted from 28 April to 01 May 2022. The flagship literary festival was held in a hybrid format as in-person activities were possible for the first time in two years. The festival focused on the role of literature in bringing about societal, cultural, technological and environmental change in the Caribbean.

Over the years, the NGC Bocas Lit Fest has grown to include year-round activities including Bios and Bookmarks, Bring Your Own Book and Bottle, the Emerging Writers Fellowship, the 100 Caribbean Books that Made Us Podcasts and an audio book series.

The festival saw the addition of two special initiatives in 2022. In commemoration of the nation's achievement of independence and republican status, the 'Season of Independence' online celebration was held from 31 August to 21 September. It featured specially commissioned writing by local authors reflecting on the nation's past and future and discussions centred on recent books about citizenship.

The NGC Bocas Lit Fest expanded internationally in 2022 with Bocas'



*Front Row (L-R) – Lisa Burkett, Senior Manager Corporate Sustainability, NGC; H.E. Vishnu Dhanpaul, High Commissioner for Trinidad and Tobago; Mark Loquan, President, NGC; Bocas Lit Fest founder Marina Salandy-Brown
Back Row (L-R) – Myles Lewis, Head, Corporate Social Responsibility, NGC; Nicholas Laughlin, Festival Director, Bocas Lit Fest; Natalie Phipps-Flemming, Social Responsibility Officer II, NGC*

inaugural tour of the UK. The tour included a series of events that showcased the work of contemporary Caribbean authors to UK audiences, including over 200 persons that attended a day-long programme at the British Library in London. The writers and performers featured included the respective 2021 and 2022 OCM Bocas Prize winners for Caribbean Literature - Canisia Lubrin and Celeste Mohammed.

Local Communities



2022 AWARDS

**12th OCM
Bocas Prize**
Celeste Mohammed



**10th Bocas Henry
Swanzy Award**
For Distinguished
Service to Caribbean Letters
Funso Aiyejina and Merle Hodge



WORKSHOPS

6 Workshops with 50 participants
3 Masterclasses

AWARDS ENTRIES

	2022	2021	2020
OCM BOCAS PRIZE	66	52	61
BOCAS CHILDREN'S BOOK PRIZE	20	21	NA

SOCIAL MEDIA REACH STATISTICS

2022	2021	2020
127,860	214,221	19,256
26,009	31,686	55,265
14,978	24,024	12,495

2022 PROGRAMMING MILESTONES

- One-day in-person **NGC Bocas Youth Fest**
- Return of **12 Days of Reading** featuring NGC President, Mark Loquan
- Launch of **The 100 Caribbean Books that Made Us Podcasts**
- Tribute to **George Lamming**
- **51** New books featured
- Four Days to Change the World virtual festival – **20** new titles
- Bios & Bookmarks seasons – **13** new titles
- Bocas Storytime children's programme – **12** new titles

THE NGC BOCAS YOUTH FEST WAS HELD IN-PERSON AS WELL AS ONLINE FOR THE FIRST TIME IN 2022. THE EVENT ATTRACTED **OVER 200** YOUNG PEOPLE AGED 25 AND UNDER, TO PARTICIPATE IN CAREER FAIRS; CREATIVE BUSINESS NETWORKING; WORKSHOPS; A YOUTH DEBATE; STAND + DELIVER OPEN MIC; AND A 'BACKYARD LIME'.

Our planet's alarm is going off, and it is
time to wake up and take action!

— LEONARDO DICAPRIO, AMERICAN ACTOR





CORPORATE GOVERNANCE

Compliance and Anti-Corruption

12 Responsible
consumption
and production



16 Peace, Justice
and strong
Institutions





Corporate Governance, Compliance and Anti-Corruption

NGC was incorporated by the Government of the Republic of Trinidad and Tobago (GORTT) in 1975 under the Companies Act, 1995 Chapter 81:01 and is a 100 percent, state-owned enterprise. In addition to the Companies Act, NGC is required to conduct its business in alignment with the following laws and regulations:

- State Enterprise Performance Monitoring Manual, 2011 (SEPM);
- Freedom of Information Act, Chapter 22:02 (FOIA);
- Public Procurement and Disposal of Public Property (Amendment) Act, 2020 (PPDPP); and
- All other laws and regulations pertaining to the company's operations.

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 and standards. Accordingly, it has developed and implemented governance policies, systems, and procedures to guide its management and employees in the execution of their duties. NGC understands that governance is the responsibility of all officers and employees of the organisation, at all levels. Therefore, NGC continuously monitors, evaluates, and updates its governance structures and practices, providing the necessary

training and support to strengthen the company's ethics and governance culture.

KEY POLICY DEVELOPMENT

In 2022, the review and revision of NGC's Business Practices and Ethics Policy and Code of Conduct was successfully completed. This policy covers crucial global governance issues such as: 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. While NGC does not currently have a specific policy pertaining to anti-bribery and corruption, this critical area has been included in the Business Practices and Ethics Policy and Code of Conduct.

Additionally, in 2022, NGC successfully updated its Consequence Management Policy to support the mandatory requirements introduced in relation to the Conflict of Interest (COI) Declaration process of The NGC Group. Based on this revised policy, non-compliance with NGC's COI requirements can result in disciplinary action, signalling the company's commitment to fostering a compliant culture in this and in all other respects.

The review and revision of NGC's Insider Trading Policy and Whistleblowing Policy and Procedures (Speak Up Policy and Procedures) continued in 2022 and will be completed in 2023. Work has also commenced in relation to the finalisation of focused policy documentation addressing NGC's due diligence processes, anti-bribery and

SIGNIFICANT GOVERNANCE POLICIES AT NGC

EXISTING POLICIES



Business
Practices
and Ethics
Policy



Consequence
Management
Policy



Insider
Trading
Policy

POLICIES/PROCEDURES UNDER REVIEW/DEVELOPMENT

- Whistleblowing Policy (Speak Up Policy and Procedures)
- Due Diligence Procedure
- Anti-Bribery and Corruption Procedures
- Governance Strategy

Corporate Governance, Compliance and Anti-Corruption

corruption procedures, sustainability policy and governance strategy to ensure NGC's ongoing alignment with evolving anti-money laundering and anti-bribery and corruption practices, new governance standards (e.g., ISO 37000), contractual and legal/regulatory and state requirements.

GOVERNANCE STRUCTURE AND COMPOSITION

NGC is governed by its board of directors, which comprises a chairman and directors selected and appointed mainly from outside the organisation by Corporation Sole, the sole shareholder of NGC. The members of the board have extensive knowledge and experience in multidisciplinary fields.

The board, acting in its capacity as shareholder, is in turn responsible for the appointment of directors to subsidiary boards and NGC's sub-committees. Both independent and executive directors are appointed to serve on the boards of NGC's subsidiary entities. These individuals are selected from the membership of NGC's board and from management personnel based on seniority, capacity, relevant skill set and performance. NGC's board sub-committees comply with the guidelines of the SEPMM in relation to the Audit Committee, Tenders Committee and Finance and Investment Committee.

NGC does not currently have a formal or documented nomination process for the identification and appointment of directors to its subsidiary boards and sub-committees.

NGC's governance and policy agenda are the responsibility of its board, while development and implementation of strategy is the remit of the executive and management of the company. The board approves NGC's policies and oversees the implementation and maintenance of key governance systems within the board and sub-committees.

At the organisational level, the board supports NGC's compliance culture, setting the 'tone from the top'. The board also has a crucial oversight role regarding the company's strategies for responding to global sustainability issues such as energy transition and sustainability integration.

The board meets at regularly scheduled intervals to facilitate decision-making on key areas including policy-setting, risk oversight, financial performance, management oversight, and governance and compliance monitoring and development. Board approval is mandatory for capital investments and initiatives above pre-determined limits, as outlined in the company's Delegation of Authorities Manual.

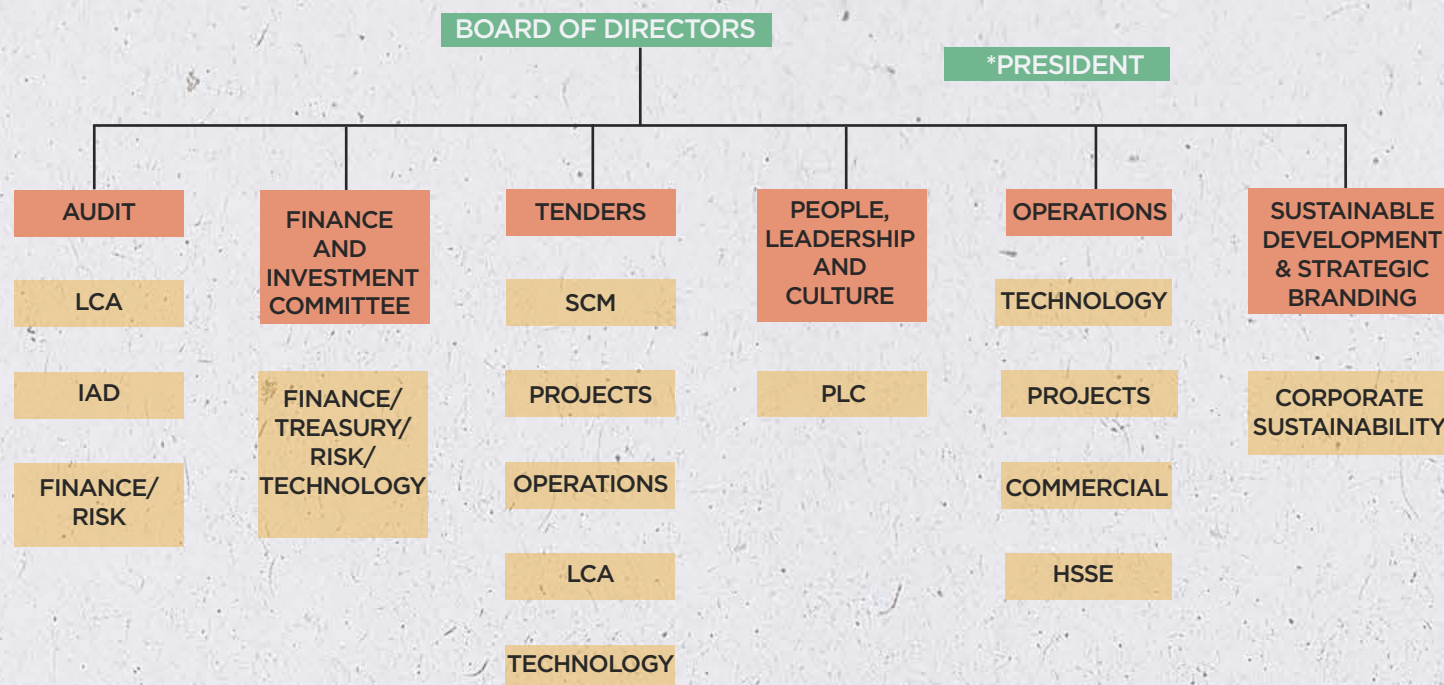
NGC's management team reports regularly to the board to provide strategic updates on key operational areas. Systematic reporting is also maintained on audits; financials; litigation; sustainability; industrial relations; corporate social responsibility; governance; compliance; and risk.

NGC complies with the SEPMM guidelines regarding the remuneration of directors who serve on state boards and accordingly, the company does not maintain internal policies or procedures in this regard.

A system for evaluation and reporting on the performance of the NGC board (and the directors serving on the boards across The NGC Group of Companies) has not been developed. The establishment of the system has been delayed mainly due to resource constraints and competing priorities. However, the development and implementation of The NGC Group's board evaluation system is on the agenda for 2023.

While management provides regular updates to the board in relation to sustainability initiatives, the board does not take an active role in the development or publication of NGC's Sustainability Report.

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

PLC - PEOPLE, LEADERSHIP AND CULTURE

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

Corporate Governance, Compliance and Anti-Corruption

MANAGING RISKS AND IMPACTS

NGC has devised and implemented an Enterprise Risk Management (ERM) programme to minimise its exposure to risks related to its business operations.

By mitigating such risks, the company concurrently reduces the potential for negative impacts on the economy, people and the environment. The ERM programme comprises a systematic and principle-based approach to identifying, managing and monitoring risks. It also defines the key roles and responsibilities of ERM stakeholders and is based on a comprehensive enterprise risk taxonomy. The ERM programme is critical to the company's sustainability and the enhancement of corporate governance, as it supports the achievement of strategic objectives through improved risk awareness and decision-making.

The risk identification process involves bi-monthly and quarterly meetings at which the board and executive management provide input on key risks arising from the internal and external environments that have the potential to impact strategic objectives. On a monthly basis, the management team identifies key drivers that may influence risks within the company as well as new and emerging risks, and those deemed to be no longer relevant.

NGC Enterprise Risk Management Relationship Framework



*As defined annually

Business Risks Assessment begins with the strategic plans of management and the risks of changing environments.

Risk Assessment then works downwards to the risks in the work units through chain of supporting unit goals and objectives

Corporate Governance, Compliance and Anti-Corruption

Various risk identification tools and techniques are employed, including:

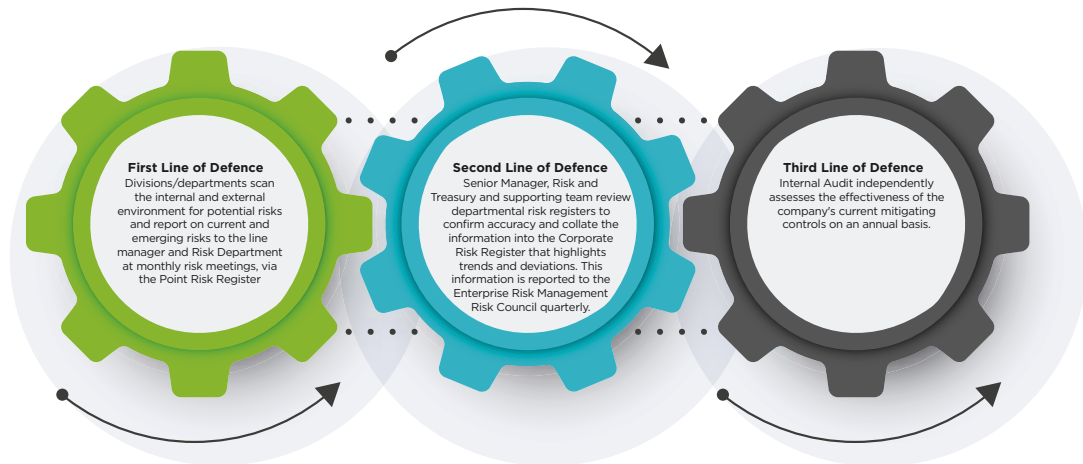
- Review of documentation such as audit reports, lessons learned, articles, and inspection reports
- Information gathering, including brainstorming, macro and micro environmental analyses
- Analysis of feedback from internal and external stakeholders, scenario planning, and industry alerts

Following the risk identification phase, the data is collated and assessed according to likelihood (scale of 1-5 representing 'Rare' to 'Almost Certain'), impact (scale of 1-5 representing 'Insignificant' to 'Critical') and the effectiveness of embedded controls. As part of the risk assessment and evaluation phase, risks are ranked and prioritised under different categories depending on the severity of the risk. A risk that may cause some inconvenience is rated lowly while risks that can result in catastrophic loss are rated the highest. This allows NGC to gain a holistic view of the risk exposure of the entire company. NGC utilises a risk matrix to enable decision-making at various management levels and to allow prompt analysis of the top risks for the various functional areas and the company. The key risk assessment categories include: Health and Safety; Non-Financial; Operational; Environmental; and Financial.

The board has the overall responsibility to oversee the company's risk management approach and to approve strategies, principles, policies and procedures for managing and mitigating risks with the support of the Audit Committee. NGC's top 20 corporate risks based on the risk assessment are reviewed and submitted to the Audit Committee and board on

a quarterly basis. Risk monitoring and reporting are key elements of the ERM framework that enable the board and management to assess whether risks are adequately managed and monitored for any changes in probability or severity. Monitoring and reporting are the responsibilities of each line of defence.

RISK MONITORING AND REPORTING PROCESS



NGC has established an online information portal where directors have access to real-time information on the company's projects, performance, potential areas of value generation and emerging or

potential risks. This active reporting system facilitates the board's oversight in key areas of interest and effective and efficient mitigation and/or management of risks.

Corporate Governance, Compliance and Anti-Corruption

CONFLICT OF INTEREST

NGC facilitates the submission of COI forms by members of the board, management and employees through an online system. The COI declaration is completed in the first quarter of the year and can be updated later in the year if there is a change in status. As of 2022, the COI online system has been onboarded by most of NGC's staffed subsidiary companies, allowing for a more consistent approach to COI monitoring and mitigation.

NGC recognises that the effective identification and recording of COIs at the level of the board are both governance and statutory requirements. COI reporting by directors is therefore strictly 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. In addition to the COI online system, directors can declare and record potential COIs whenever they arise during board and sub-committee meetings. In these cases, the affected director will recuse him/herself from the decision-making process.

All COI responses are reviewed and risk mitigating measures are identified

for implementation at the unit and/or corporate levels. COIs are also tracked as part of NGC's risk management system.

In 2022, there was 100 percent compliance with COI reporting requirements at the board level, while there was 98 percent compliance in relation to submissions at

the employee level in the first quarter of the year. As a result of the combined effects of attrition and recruitment between 01 April to 31 December 2022, there was an increase in the number of employees, with the overall submission rate, taken at the end of the year, showing a slight reduction.

Organisational Compliance with COI Declaration Submission Requirements

	2022	2021	2020
AFTER FIXED CYCLE	98%	89%	64%
END OF YEAR	97%	-	97%

WHISTLEBLOWING

NGC maintains a Whistleblowing Policy and Procedure under which any member of staff or the public can report actual or suspected incidents of misconduct and/or harmful HSE situations caused by the company, its officers or agents. Reports can be made via the anonymous Whistleblowing Hotline. Whistleblowers are protected under the policy from

any recrimination or victimisation by the company. All reported cases are investigated, and recommendations are made for corrective actions to be implemented as necessary. Some matters under investigation during the year may be carried into the following year, depending on the complexity of the matter and the timeframe in which the matter was reported.

	2022	2021	2020
NO. OF MATTERS RECEIVED THROUGH WHISTLEBLOWING HOTLINE	10	8	9
NO. OF MATTERS ADDRESSED AND/OR CLOSED DURING THE YEAR	8	5	2
NO. OF MATTERS UNDER INVESTIGATION AT THE END OF THE YEAR	2	3	7



EMPLOYMENT Practices

1 No poverty



4 Quality education



5 Gender equality

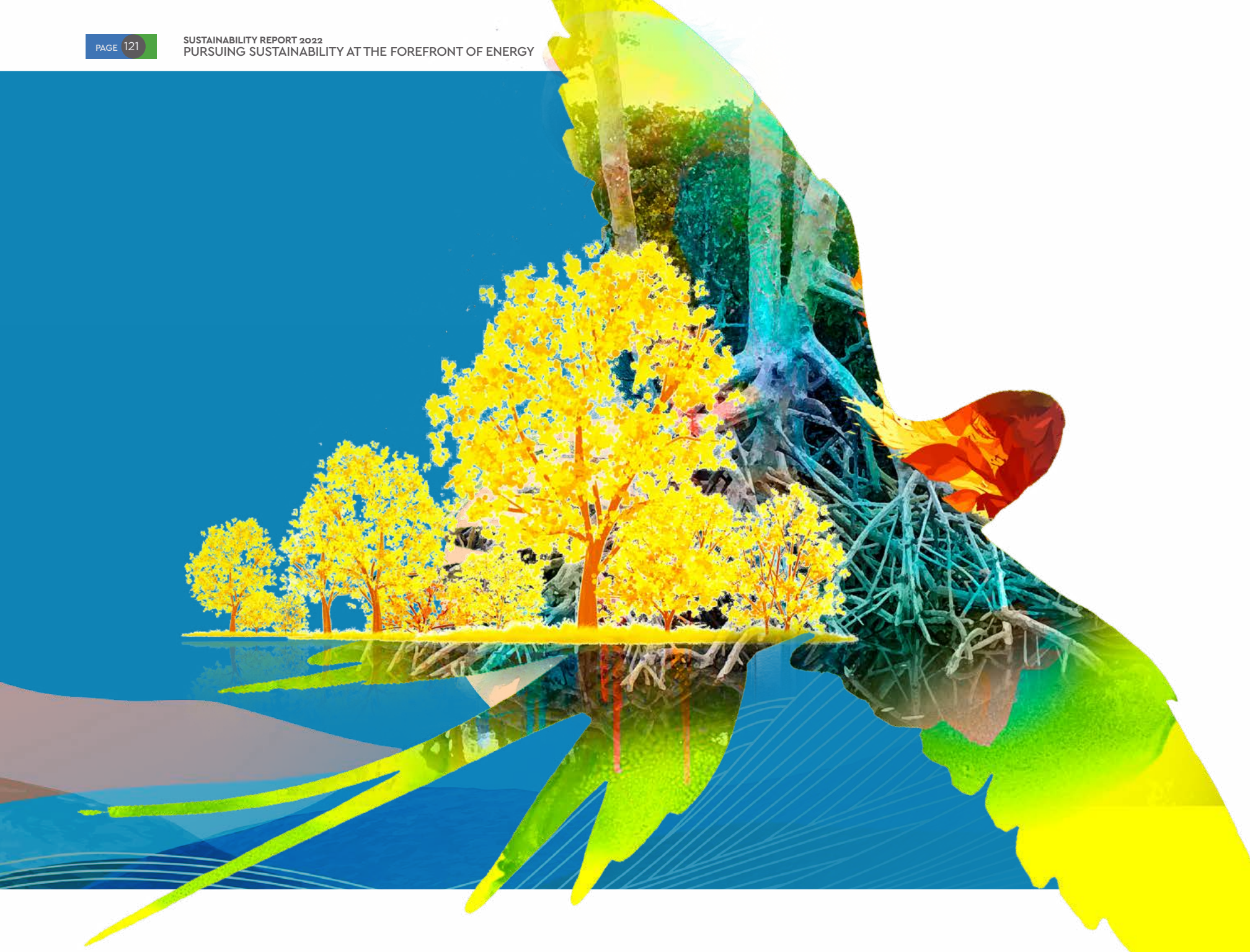


8 Decent work and economic growth



10 Reduced inequalities





Employment Practices

NGC manages its employment practices in accordance with the laws of Trinidad and Tobago, including the Industrial Relations Act, 1972, the Workmen's Compensation Act, 1960 (1997 amended) and the Equal Opportunity Act, 2000. The company has also developed policies and procedures in alignment with international best practices to guide relations between the company and its employees. These policies and procedures are aimed towards creating an enabling work environment that optimises performance while supporting employees' needs.

Key Employment-related Policies

- Employment Policy
- Consequence Management Policy
- Wellness Policy
- Workplace Bullying Policy
- Substance Abuse Management Policy
- Employee Assistance Programme Policy
- Grievance Policy
- Human Performance Enhancement Policy
- Integrated Performance Management Policy

NGC is an equal opportunity employer. The company has identified certain people-related risks, which it continues to manage. This includes the company's ability to attract and retain the best talent.

FOCUSING ON PEOPLE, LEADERSHIP AND CULTURE

In 2022, the external business environment continued to evolve with fluctuating natural gas and commodity prices; increasing demands for energy; the ongoing progress of the energy transition; the pandemic and its impact on the future of work. These environmental changes were key drivers for transformation of NGC's people management philosophy. A new strategy was devised to facilitate the organisation's pivot into rapidly evolving spheres including sustainability, diversity, equity, inclusivity and belonging. An assessment was conducted of the existing structure, resources, and competencies of the Human Resources Division with the aim of re-aligning the division to meet the changing needs of the business. As a result, a decision was made to pivot from the traditional 'human resources' function to emphasise people, leadership and culture. The Human Resources Division was rebranded as the People, Leadership

and Culture Division to reflect the new strategic focus.

NGC has chosen to place emphasis on human capital development, as people are at the core of its business. Leadership is essential to ensure that the organisation progresses in its application of the principles and practice of empathy; health and wellbeing; accountability; agility; and performance. The focus on culture seeks to shape and engender greater workplace harmony, engagement, equity and inclusivity, as NGC consistently transforms its practices and behavioural norms.

COMPETENCY ASSURANCE PROGRAMME

In 2022, NGC continued to implement its Competency Assurance Programme (CAP), which is a formal process to ensure that critical employees possess the relevant competencies to maintain safety, integrity and reduced risk levels, in accordance with expected standards. The process commenced in 2017 with the introduction of the Competency Knowledge and Skills Development (CKSD) programme, a subset of the overall CAP. Given the changes in the

Employment Practices

business environment over time, 2022 was considered an opportune juncture to review the status of the programme and assess its impact and effectiveness, so that adjustments can be made as necessary.

A total of 77 employees participated in the CAP review in 2022. The process resulted in the development of enhanced employee development plans for addressing competency gaps in the relevant divisions. The identified gaps will be addressed in a structured manner over the coming years through training and development interventions.

GROUP HEALTH AND WELLNESS

The NGC Group's wellness portfolio was extended as the company sought to provide forums in which employees could gain invaluable information, resources and tools to cope with the challenges of COVID-19 while working in a hybrid work environment.

Virtual information sessions were provided for employees on the following topics:

- **Back-to-School Preparation for Parents**
- **Domestic Violence: Know the Signs. Stop the Violence**
- **Heart Care**
- **Investment 101**
- **Autism Awareness**
- **No smoking, No Vaping**

The company also hosted a 'Men's Club' session for male employees and sponsored employees' participation in the Bubbles for Life Cancer Awareness Family Walk & Run.

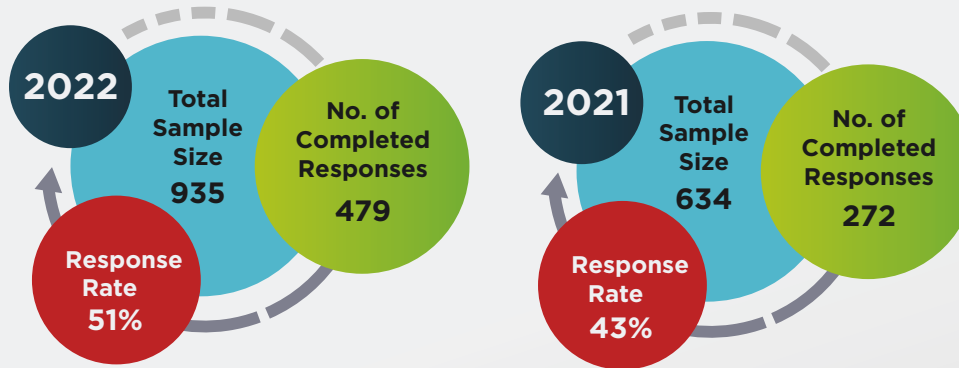
With the relaxation of restrictions that had been in place during the pandemic, The NGC Group took the opportunity to revitalise the Group Wellness Committee. Employees from NGC, National Energy, NGC CNG and LABIDCO nominated persons to represent them on the committee. The members of the committee will be elected from the nominees in Quarter 1 of 2023.

THE FUTURE OF WORK

NGC has adopted the philosophy of 'A Future of Work that Works', which aims to create value for the organisation, the employee, and the environment. The Future of Work Committee continued to conduct research and evaluate options for the future of work at NGC, in consultation with leaders and employees and with reference to existing and emerging international best practices.

From as early as March 2020, NGC successfully pivoted to a Work-from-Home arrangement. As restrictions on social gatherings were gradually removed, the company adopted a hybrid work structure. This arrangement has proven to be effective in generating exceptional productivity levels while affording employees increased options for managing their work-life balance. Enabled by technology, cross-functional collaboration across divisions and departments has increased.

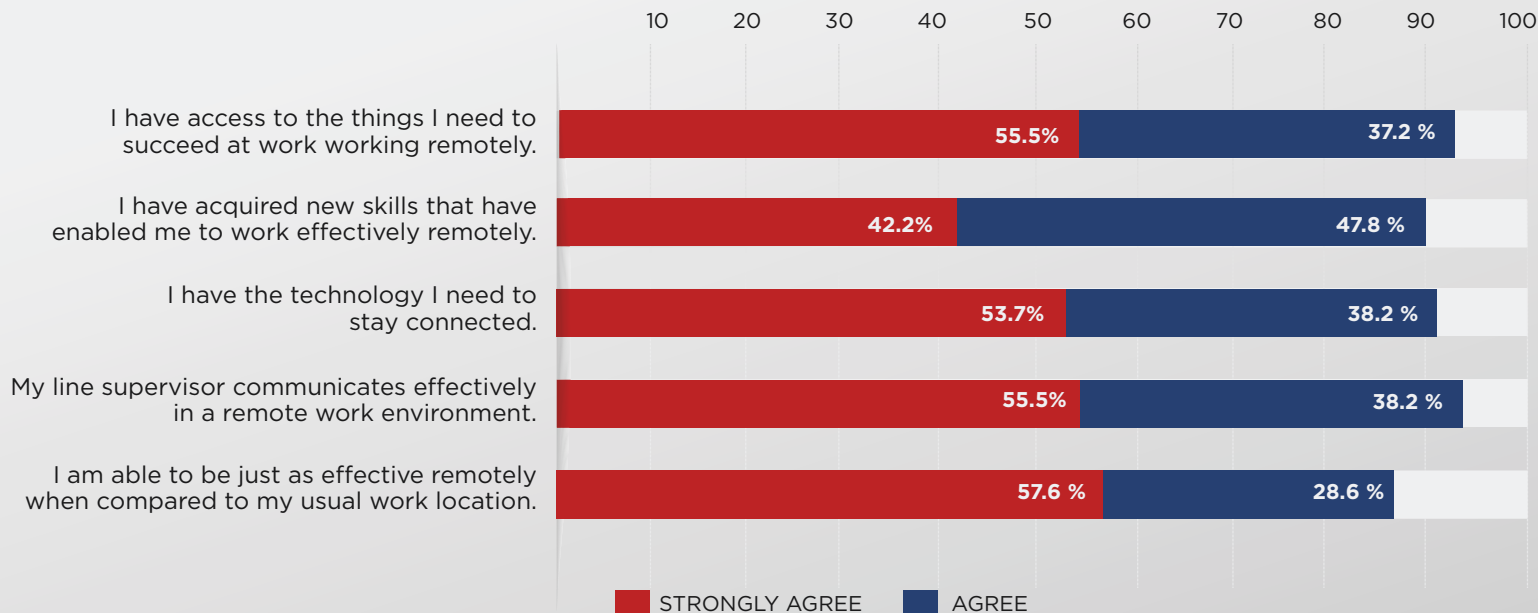
FUTURE OF WORK SURVEY



61.2%
prefer the
current
hybrid
model of
working

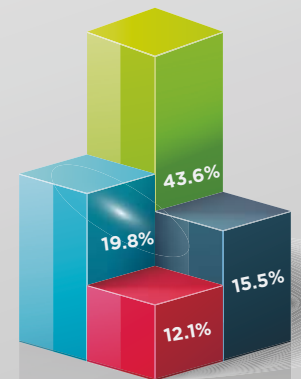
28.4%
prefer full
remote
working

4.8%
prefer
face-to-face
collaboration



I AM COMFORTABLE RETURNING TO MY OFFICE/WORKSITE.

Agree **43.6%**
Disagree **19.8%**
Mixed Views **15.5%**
Strongly Disagree **12.1%**



Employment Practices

ATTAINMENT OF PEOPLE PERFORMANCE TARGETS

NGC achieved 83 percent of its overall people performance targets for 2022. These targets related to completion of the company's CKSD plan, the Group Leadership Development Plan (LDP) and the Future of Work plan. The performance measures included development of and communication about the respective plans and execution of key milestones.

COLLECTIVE BARGAINING AGREEMENTS AND NOTICE OF OPERATIONAL CHANGES

Currently, none of NGC's employees are covered by collective bargaining agreements.

Employees are given notice of operational changes that may affect them within four to six weeks of the change taking place. The notice period may vary depending on the nature of the particular change.

MITIGATION OF PEOPLE RISKS

NGC experienced increased employee turnover in critical roles during the period 2020 to 2022. This is attributable to separations due to normal attrition, death in service and resignations. Increased turnover poses a risk to the organisation's business continuity and sustainability. A risk mitigation plan is being implemented, which includes employee engagement at various levels, such as involvement of employees' children that are pursuing tertiary studies in the company's Undergraduate Internship Programme.

Employees also participated in the school career fairs where they interacted with students and shared information about careers in the energy sector. The PLC Division worked with leaders to identify high performers and a greater number of opportunities were provided in 2022 for employees to participate in conferences, panels and trade events. This allowed them to share their knowledge, gain presentation experience, and network

with industry colleagues. Work is also continuing towards providing more competitive compensation for employees. A job evaluation exercise was also initiated across The NGC Group to assess jobs and ensure fair and equitable compensation for employees.

Employment Practices

PERFORMANCE INDICATORS

MALE AND FEMALE COMPARISON

	2022	2021	2020
PERMANENT (MALE)	340	350	358
PERMANENT (FEMALE)	208	208	210



MALE AND FEMALE COMPARISON

	2022	2021	2020
CONTRACT (MALE)	19	22	21
CONTRACT (FEMALE)	21	11	14



TOTAL EMPLOYEES		2022			2021			2020		
Employee Levels		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
LO	PRESIDENT	1	0	1	1	0	1	1	0	1
L1	VICE PRESIDENTS	3	1	4	3	1	4	3	1	4
L2	MANAGERS	24	21	45	24	16	40	21	17	38
L3	ASSISTANT MANAGERS/HEADS	31	37	68	26	35	61	48	40	88
L4	SUPERVISORS	79	35	114	81	25	106	63	23	86
L5	INDIVIDUAL CONTRIBUTORS	221	135	356	237	142	379	243	143	386
TOTAL		359	229	588	372	219	591	379	224	603

Employment Practices

TOTAL EMPLOYEES	2022			2021			2020		
Job Categories	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Non-technical Professions	82	170	252	81	147	228	80	147	227
Technical Professions	258	25	283	271	24	295	288	26	314
Administrative & Ancillary Staff	19	34	53	20	48	68	11	51	62
TOTAL	359	229	588	372	219	591	379	224	603



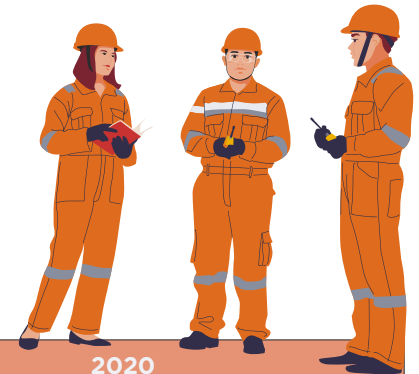
NO. OF
EMPLOYEES
DUE TO
RETIRE IN
2023: **13**



NO. OF
EMPLOYEES
WHO
RETIRED
IN 2022: **19**



NO. OF
EMPLOYEES
WHO
RETIRED
IN 2021: **22**



TOTAL NEW HIRES

	2022			2021			2020		
Age Group	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE
18-20	0	0	0	0	0	0	0	0	0
21-30	2	1	1	6	3	3	1	1	0
31-40	11	2	9	4	2	2	4	1	3
41-50	13	4	9	3	2	1	5	3	2
51-60	3	1	2	0	0	0	2	1	1
60+	0	0	0	0	0	0	0	0	0
TOTAL	29	8	21	13	7	6	12	6	6

Employment Practices

EMPLOYEE TURNOVER

	2022		
Age Group	TOTAL	MALE	FEMALE
18-20	0	0	0
21-30	1	1	0
31-40	6	4	2
41-50	2	1	1
51-60	21	13	8
60+	3	2	1

Total Turnover Rate: 5.61%

**Male
Turnover
Rate:**
3.57%



**Female
Turnover
Rate:**
2.04%



	2021		
Age Group	TOTAL	MALE	FEMALE
18-20	0	0	0
21-30	0	0	0
31-40	4	2	2
41-50	2	1	1
51-60	15	8	7
60+	0	0	0

Total Turnover Rate: 3.55%

**Male
Turnover
Rate:**
1.86%



**Female
Turnover
Rate:**
1.69%



	2020		
Age Group	TOTAL	MALE	FEMALE
18-20	0	0	0
21-30	1	0	1
31-40	6	4	2
41-50	4	1	3
51-60	20	13	7
60+	1	1	0

Total Turnover Rate: 5.12%

**Male
Turnover
Rate:**
3%



**Female
Turnover
Rate:**
2%



MATERNITY LEAVE



NO. OF
EMPLOYEES
ENTITLED TO
MATERNITY
LEAVE

2022: 229

2021: 219

NO. OF
EMPLOYEES
WHO TOOK
MATERNITY
LEAVE

2022: 9

2021: 10

NO. OF
EMPLOYEES
WHO RETURNED
TO WORK AFTER
MATERNITY
LEAVE

2022: 9

2021: 10

NO. OF EMPLOYEES
STILL EMPLOYED
12 MONTHS AFTER
RETURNING FROM
MATERNITY LEAVE

2022: 9

2021: 10

RETURN TO WORK
AND RETENTION
RATES OF
EMPLOYEES
WHO TOOK
MATERNITY LEAVE

2022: 100%

2021: 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 PATERNITY LEAVE.

Employment Practices





EMPLOYEE BENEFITS









Permanent	Contract (2 years or more)	Contract (1 year)
 Retirement Pension	 Health Insurance	 Health Insurance
 Life Insurance	 Life Insurance	 Workmen's Compensation
 Accidental Death and Dismemberment	 Accidental Death and Dismemberment	 Paid Leave, including sick, and vacation
 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		

Employment Practices

TRAINING AND DEVELOPMENT

	2022		2021	
	TRAINING HOURS	NO. OF EMPLOYEES	TRAINING HOURS	NO. OF EMPLOYEES
	8,593	359	5,447	267
	7,928	229	5,402	205

TRAINING HOURS	FEMALE		MALE		FEMALE		MALE	
VICE PRESIDENTS		129		88		63		103
MANAGERS/SENIOR MANAGERS		839		651		537		374
ASSISTANT MANAGERS/ HEADS		1,224		1,259		1,070		603
SUPERVISORS		805		1,619		676		1,380
INDIVIDUAL CONTRIBUTORS		4,931		4,976		3,056		2,987
TOTAL		7,928		8,593		5,402		5,447

	CONFERENCES		SAFETY		GENERAL		TECHNICAL	
								
Vice Presidents	2	2	2	2	1	0	1	0
Managers/Senior Managers	14	16	21	21	0	1	6	4
Assistant Managers/Heads	18	14	64	24	8	1	9	9
Supervisors	8	8	46	51	7	5	12	16
Individual Contributors	33	21	105	19	53	186	33	49



Employment Practices

In 2022, training continued to be provided to employees at all levels of the organisation. However, for critical roles, training and development opportunities were selected in alignment with corporate strategy and to support business continuity. Training was provided in four categories:

Conferences

In 2022, NGC was represented at conferences aligned to the organisation's strategic pillars of 'Grow Local and International' and 'Sustainability'. These included the Association of Oil, Gas and Renewable Energy Companies of Latin America and the Caribbean (ARPEL) panel in which NGC spoke on Natural Gas Development Opportunities in the Region; a Di-Methyl Ether Conference; and the 19th Argus Methanol Forum where trends in the global methanol business were discussed. The NGC Group attended the Guyana Basins Summit 2022 to learn about developments and network with key players in this emerging energy province. Specialised public and media relations training was also provided to communications professionals, to empower them to use the measurement and communications tools in the fast-paced and evolving multi-media sphere.

Safety

NGC continued to nurture its safety culture through the implementation of routine and non-routine safety training at all levels. The intent was to assist in reskilling and recertifying employees, and ensuring that they continue to practice safe behaviours at all times, and transfer knowledge to others.

Routine safety training included Basic Fire Fighting, Defensive Driving, and First Aid. The company's leadership and extended leadership teams that are directly responsible for emergency response to all hazard incidents were exposed to incident management strategies and practices. These groups were trained in Incident Command 100-44 and Incident Command 200/300.

A strong cyber security culture is important to the organisation, as security is fundamental to NGC's ability to protect its data and information and to secure employee privacy. Training in Cyber Security, which was identified as a crucial people risk, was therefore delivered across the organisation. A total of 677 persons participated in the training initiative, which was designed

to help employees identify potential cyber security exposures and respond efficiently and effectively. NGC continues to enforce cyber security awareness through training, regular testing, and reporting on issues.

Cyber Security Training Types	Participation
Executive Courses	10
Games	202
Quick Refreshers	253
Video Modules	212
Total	677



Employment Practices

General

General training in areas such as Project Management; Power BI; Business Writing; and Emotional Intelligence was provided throughout the year, as needed. These programmes contributed to the continuous development of employees and provided opportunities to improve their skills and enhance overall productivity.

Technical

In 2022, NGC upgraded to the 10.1.0.5 version of the Flow Cal Hydrocarbon Accounting software used for managing natural gas measurement data. The software facilitates billing for all large

and small consumer volumes and performs comparative analyses on sellers' measurement data to approve supplier invoices in a timely manner to avoid interest payments. Built into the upgraded software is the potential for high level measurement assurance, measurement compliance to mitigate against any mis-measurement issues, and the option for auditing third party fiscal measurement data. Employees from the Measurement Assurance and Analytics Department and the Technology and Innovation Division received training in use of this critical operations tool, which will act as a value creation driver and support strategic initiatives.

Employees that are required to perform quality assurance checks on dispensed odorised natural gas were exposed to new technology and training in relevant regulatory standards. This prepared them to better handle issues related to odorised gas in accordance with best safety practices and international standards.

Conclusion

This report has been produced with reference to the GRI Oil and Gas Sector Standards 2021. As a responsible corporate citizen, NGC embraces sustainability as a core tenet of its organisational culture and continues to work towards embedding sustainability thinking and practices into all aspects of its operations. Sustainability reporting is an important facet of NGC's commitment to transparency and accountability for its impacts on the economy, the environment and people. Through the reporting process, the organisation continues to evaluate its impacts with a view to developing and implementing measures to mitigate same.

Your feedback is important to us as we strive to continuously improve our sustainability reporting. We invite you to inform us about the aspects of sustainability that are most important to you.

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Please send us
your feedback

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