

# BUILDING TALENT-

## HR Programmes Launch New Opportunities

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**GROWING  
THE BUSINESS-**  
New Acquisitions  
Page 4

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# TAKING OUR PLACE ON THE WORLD STAGE

The late American poet and activist, Maya Angelou, often spoke of her mission in life as “not merely to survive, but to thrive.” Over the decades, the National Gas Company of Trinidad and Tobago Limited (NGC) has certainly thrived in a locally and internationally challenging arena, holding true to a vision of becoming a valued partner in the global energy business.



Since our humble beginnings in 1975, NGC's business has grown exponentially and currently has an asset base of TT\$41 billion and a Standard & Poor's (S&P) credit rating of A-. Its expanded portfolio allows the Group to self-fund several major capital projects while remaining profitable even in periods of weak commodity prices. The Company also owns, maintains and operates an onshore/offshore pipeline network of approximately 1,000 km, and over the years has developed sites, port and marine infrastructure and services.

There is a definite need to continue to diversify and grow the business during this Golden Age of opportunity, when world demand for natural gas is expected to surpass many other forms of energy. China will take the lead as it is expected to experience the largest increase in demand.

NGC's new strategic focus, which is aligned with that of our national agenda, will capitalise on increased world demand for not only natural gas, but technical expertise.

Although NGC is significantly diversified, with gas providing less than half of its revenue, the Company has dramatically broadened its core business of natural gas marketing and transportation with recent key acquisitions which have been steered by our Commercial Department. Some

of these include: NGC's increase in existing equity by the purchase of ConocoPhillips' 39% shareholding in Phoenix Park Gas Processors Limited (PPGPL), a company which has earned a reputation for strong financial performance, operating efficiency and safety, as well as the French energy giant Total's assets in T&T. Internationally, NGC has also provided technical services to Tanzania, and in 2012 NGC, National Energy and the Tanzania Petroleum Development Company signed a Memorandum of Understanding (MoU) for co-operation between both countries' energy sectors. In 2013, NGC also submitted a bid for a multi-product pipeline between Uganda and Kenya. There has also been careful, strategic consideration of opportunities in Costa Rica, Ghana, Panama, and the USA.

NGC will also continue to develop downstream opportunities with the provision of Compressed Natural Gas (CNG) for transportation, and the supply of gas to the light industrial and commercial sectors on the islands. These strategic investments in the energy sector at home and abroad will ensure the Company and nation's continued growth.

We can all agree that the continued economic success of Trinidad and Tobago is inextricably linked to the energy sector. Our Company's success is a reality, principally because of

our skilled staff - over 800 dedicated professionals who are passionate about their work. In this issue, you will meet some of these leaders and learn more about NGC's social responsibility initiatives in the arts, education, science, sport and the environment.

At the awards ceremony for the exceedingly popular NGC Bocas Literary Festival, the novelist and overall winner, Robert Antoni, lauded the prize as “wonderful” and “necessary” stating that “it is up to us in the Caribbean to decide who we are, to take a place on the world stage”—a challenge that NGC has already accepted.

We hope that you enjoy this issue and share your thoughts with us as we move forward. It is going to be an historic, rewarding and remarkable ride.

INDAR MAHARAJ  
President, NGC

# GROWING THE BUSINESS

NGC's recent business acquisitions look to local upstream and downstream sectors as well as global energy giants. How has this new business strategy helped to strengthen the Company and what's next?



**NGC's Acquisition of Total's Upstream Assets Signing Ceremony:** NGC's Chairman Roop Chan Chadeesingh; Minister of Energy and Energy Affairs, Senator the Honourable Kevin Ramnarine; Total's Project Director, Juan Marcos Braga and NGC's President, Indar Maharaj.

**A**cquisition is one of the strategies utilised by companies to achieve growth.

Other strategies include diversification, divestment and internal growth or combinations of these stratagems. In 2013, as a valued player in our nation's natural gas-based energy industry, the National Gas Company (NGC) was mandated by the Government to relook

its business model. Instituted in August 1975, this model concentrated on the purchase, transportation and sale of natural gas from the former Amoco's East Coast fields to the Trinidad and Tobago Electricity Commission (T&TEC), which has since evolved significantly.

"The existing NGC business model, which has worked well, will however not provide the accelerated growth that

is desired. The question now for NGC becomes one of capital efficiency and growth," explained The Honourable Minister of Energy and Energy Affairs, Kevin Ramnarine. He further indicated that with its strong asset base, NGC has "the seed to begin to diversify the economy and diversify the energy sector. The vision for NGC has to be an expansionist vision that takes it out of T&T."

## Expanding beyond the core

This translates to a new direction and a dramatic broadening of NGC's horizons beyond its traditional business of natural gas marketing and transportation. In keeping with this mandate, one of the key strategic acquisitions involved NGC's purchase of ConocoPhillips' 39% shareholding in Phoenix Park Gas Processors Limited (PPGPL), a company which has earned a reputation for strong financial performance and operating efficiency and safety.

PPGPL was a joint venture established in 1989. In 2001, NGC divested 20% of its shares in PPGPL to National Enterprises Limited (NEL), an investment holding company operating on behalf of the Government of Trinidad and Tobago. In 2013, NGC acquired an additional stake in PPGPL, increasing its equity from 51% to 90% for US\$600 million, purchasing the 39% from ConocoPhillips. Today the breakdown of equity is 90% owned by NGC and the remaining 10% by Pan West Engineers and Constructors Inc.

NGC delivers unprocessed natural gas to PPGPL which extracts the associated Natural Gas Liquids (NGLs)—propane, butane and natural gasoline—from the gas stream and redelivers cleaner, high-quality residue gas to NGC for distribution to its customers. Most of the NGLs that are produced in the process are exported by PPGPL to regional and international markets.

"This step cements NGC's relationship with PPGPL, a company which has earned a reputation for strong financial performance, operating efficiency and safety," NGC President, Indar Maharaj, stated confidently as he described this "excellent" deal as an historic one for the country. "When we look at the price we paid for it and the strategic and financial returns from it, we know that we got a very good acquisition."

Further to this, NGC acquired French energy giant Total's Trinidad and Tobago

exploration and production assets for US\$473 million. The transaction was finalised on 30th September 2013, with economic benefit from 1st January 2012. The acquisition included Total E&P Trinidad BV and Elf Exploration Trinidad BV, two of Total's subsidiaries that comprise a 30 % working interest in Block 2(c) and 8.5 % in Block

*"The continued successful execution of the new business model will require becoming more involved in both the upstream and the downstream sectors and to start looking outside of Trinidad and Tobago for opportunities to invest in the energy sector."*

3(a), with a production capacity of approximately 15,000 barrels of oil equivalent per day and a gas volume of 220 million standard cubic feet per day. Block 2(c) is owned in partnership with BHP Billiton (45% interest) and Chaoyang Petroleum (25% interest). NGC's partners in Block 3(a) include BHP Billiton, Anadarko and Chaoyang Petroleum (each with 25.5% interest) and Petrotrin (15% interest). With this purchase, NGC has deepened its presence in the upstream business which currently comprises: a 10% shareholding in the South East Coast Consortium (SECC), 20% shareholding in Trintomar and 15% interest in the Teak-Samaan-Poui (TSP) Block. As a national Company, NGC will keep its

E&P business earnings within Trinidad and Tobago, using them to further develop the local energy sector and, by extension, the nation.

The continued successful execution of the new business model will require becoming more involved in both the upstream and the downstream sectors and to start looking outside of Trinidad and Tobago for opportunities to invest in the energy sector. This may well necessitate further acquisitions.

## Crossing borders: Upstream, Midstream and Downstream

While NGC has invested in upstream, midstream and downstream aspects of the energy value chain, these have been limited to Trinidad and Tobago. Currently, NGC is prepared to get involved not only in local projects like the Methanol to DME project but also projects outside of Trinidad and Tobago. Of particular interest are the continents of North America, South America and Africa.

Many African countries are finding themselves now in a position that Trinidad and Tobago was in during the 1980s. Large hydrocarbon deposits are being found but there is an absence of infrastructure in place. NGC provided technical services to Tanzania, and in 2012 NGC, National Energy and the Tanzania Petroleum Development Company signed a Memorandum of Understanding (MoU) for co-operation between both countries' energy sectors. In 2013, NGC submitted a bid for a multi-product pipeline between Uganda and Kenya and continues to explore investment in the United States shale gas play. NGC has a significant volume of experience and will be evaluating investment opportunities seeking to monetise those resources.



NGC will continue to develop downstream opportunities like the provision of compressed natural gas (CNG) for transportation, and the supply of gas to the light industrial and commercial sectors on the islands. The CNG Initiative is being aggressively pursued by NGC CNG Company Limited. Approval has been obtained for NGC to invest TT\$500 million for Phase One of a five-year plan. This

involves the accelerated development of CNG as a major vehicular fuel in Trinidad and Tobago. NGC also has the opportunity to play a pivotal role in executing the development of energy projects and infrastructure overseas through its wholly owned subsidiary National Energy Corporation of Trinidad and Tobago Limited.

The change from a local to a global operator will not be without its growing pains, but NGC of the future will be an organisation that is involved in most of the natural gas and energy value chain, both in Trinidad and Tobago as well as overseas.



*Aerial view of the PPGPL Plant at Point Lisas Industrial Estate.*

## S&P Credit Rating of A- for NGC

The National Gas Company of Trinidad and Tobago Limited received a Corporate Credit Rating of A- with a stable outlook, and an A- rating on senior unsecured notes from the renowned rating agency Standard & Poor's (S&P), in a rating affirmation on February 21.

"We are affirming our 'A-' corporate credit rating on the Company and maintaining our assessment of a "very high" likelihood of extraordinary government support in the event of financial distress."

S&P also assessed NGC's liquidity as 'exceptional' based on their view that sources (of cash) would exceed uses by

more than three times for the next 12-18 months. In addition, S&P underscored that sources would be higher than uses, even if earnings before tax (EBITDA) declines by 50%. S&P expects NGC's principal cash uses to include: capital spending of US\$400 million for 2014 and US\$120 million for 2015; working capital outflow of about US\$200 million in 2014; and dividend payments of about US\$300 million according to the Company's dividend policy of a 50% payout ratio.

"We view its operating profitability as 'vulnerable' given its concentration in a single line of business and the inherent volatility of natural gas prices. Our business risk assessment also incorporates

our view of a 'moderately high' country risk, because the Company operates only in T&T, and the 'low' industry risk profile of the midstream energy sector," S&P said.

In August 2013, the Company became the major shareholder in Phoenix Park Gas Processors Limited; yet, according to S&P, this did not have any effect on the rating: "this acquisition underscores the Company's business strategy to further diversify its operations through new assets across the natural gas value chain."

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## NGC Signs Agreement with China

In February, an historic Memorandum of Understanding (MoU) was signed between NGC and the ENN Energy Group, to cooperate on matters relating to the successful implementation of NGC's five-year TT\$500 million, Compressed Natural Gas (CNG) conversion plan. The MoU was signed by NGC Chairman, Roop Chan Chadeesingh and ENN Group President, Cheung Yipsang at a ceremony at the Grand Hyatt Beijing Hotel, Oriental Plaza, Beijing, China.

The Honourable Minister of Energy and Energy Affairs, Kevin Ramnarine, who attended the event, stated that NGC and the Ministry "could learn a lot from (ENN)... and help to accelerate the CNG programme in Trinidad."

Established in 1989, the ENN Energy Group is one of China's largest private companies. It is one of the first privately-owned clean energy distributors in China.

The Group's principal business is the investment in, and the operation and management of, gas pipeline infrastructure, vehicle/ship gas refuelling stations, the sales and distribution of piped gas and LPG. Its business activities also consist of wholesale of gas, the sale of gas appliances and equipment, the production of stored-value card gas meters and the provision of repair, maintenance and other services in relation to gas distribution. As of the 31st December 2013, the Group's total coverage of connectable urban population in China and overseas reaches over 70 million, including 134 project cities in China.

"It's more than 30 years now that T&T has been trying to get drivers to convert from diesel and gasoline to CNG. ENN operates out of Langfang City (in Hebei Province), which has a population of 4 million people, and they have been successful in getting the drivers there to

convert to using CNG," NGC Chairman, Roop Chan Chadeesingh explained to reporters following the signing. "They have the capacity, the know-how... We have invited them to assess our facilities in T&T, to advise us on what is required to introduce this programme successfully."

This agreement follows NGC's directed position of leading the charge in the CNG revolution nationally. On a per capita basis, Trinidad and Tobago is the second highest polluter in the world after Qatar. Between 2000 and 2009, its carbon emissions rose from 19 to 36 metric tonnes per person. Although these emissions are mostly derived from the combustion of petrochemicals, the transport sector produces 3.7 million metric tonnes of greenhouse gases every year. This grew exponentially by 278% between 1990 and 2006. A solution is needed, and CNG is a cost effective, cleaner one.

## THE NEED FOR A TRANSSHIPMENT PORT AND DRY DOCK AT BRIGHTON, LA BREA

by Marleen Lord-Lewis, VP Operations, National Energy / John Jones, Manager, Business and Technical Support, Operations, National Energy / Thérèse Lee, Graduate Trainee, Business and Technical Support, Operations, National Energy

Globalisation has inevitably resulted in an increase in the transit and trade of goods amongst countries. Additionally, the Panama Canal expansion project will definitely impact vessel traffic within the Caribbean and Latin American region.

**T**rinidad and Tobago is strategically located, providing the country with the capability to cater for containerised cargo from the United States, Europe, United Kingdom and the Far East. Currently, the existing ports in Trinidad and Tobago possess inadequate infrastructure to accept larger vessels and are unable to exploit locational advantages for cargo transshipments because of limited capacity. Therefore, there is a need for the development of Trinidad and Tobago's existing ports and the creation of new ones.

Many countries in the Caribbean have begun development and expansion of their existing ports to accommodate transshipments and larger vessels. More than one developer and investor has approached National Energy Corporation of Trinidad and Tobago Limited (National Energy) proposing a transshipment port to be located at La Brea. This highlights the competitiveness for the development of a transshipment port in Trinidad and Tobago.

In January 2014, the Ministry of Trade, Industry and Investment (MTII) requested the services of National Energy to project manage the construction and development of a transshipment port and dry dock facility. MTII also sought the services of China Harbour Engineering Company to conduct a feasibility study to justify the project.

This new container port and dry dock project is proposed to be situated in the South-Western peninsula in La Brea. The transshipment port and dry dock will cater for the increasing demands and give full play to the regional advantages of Trinidad and Tobago. This article provides an overview of transshipment in the region and why there is a need for the development of a transshipment port and dry dock in Trinidad and Tobago.

### The Extension of the Panama Canal

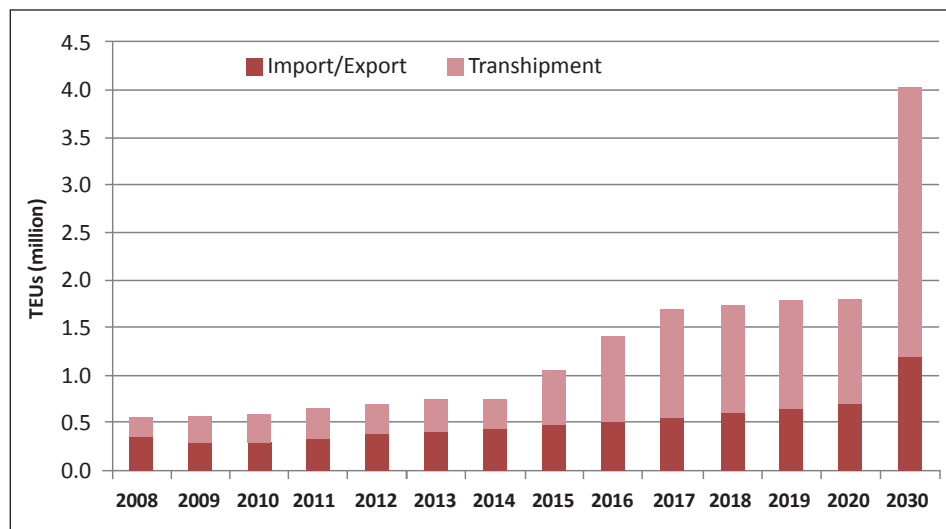
The expansion of the Panama Canal is one of the major reasons for the development of new and existing ports in the Caribbean. It is expected that there will be an increase in activity and the size of the vessels passing through the Panama Canal.

In July 2009, the consortium, Grupo Unidos por el Canal was awarded the contract for the design and expansion of the third set of locks for the Panama Canal. This contract was valued at US\$3.2 billion. Works commenced in August 2009 and are expected to be completed in 2015.

### Transshipment in the Caribbean and Latin America

The capacity of the Panama Canal will be doubled after completion, thereby creating a new lane of traffic and providing allowance for larger ships to transit. The transshipment port being developed in Trinidad and Tobago will not be the only transshipment port in the Caribbean and Latin America.

**Figure 1:** Forecasted volume of containers (Trinidad and Tobago Transshipment Port and Dry Dock Project Feasibility Study)





Many Caribbean countries have begun to modify their ports to accommodate the projected increase in the size of vessels and port activity. These countries include the Bahamas, Costa Rica, the Dominican Republic, Jamaica, and Panama. However, Trinidad and Tobago will be the preferred port of call for energy-based commodities such as petrochemicals, metals, aggregate and liquefied natural gas.

*Table 1* is a summary of some of the existing transshipment ports in the Caribbean.

Jamaica, Costa Rica and Panama have plans for developing new transshipment ports. The development plans for existing and new ports make it evident that countries in the Caribbean and Latin America are rapidly making preparations for an increase in throughput and vessel size. Trinidad and Tobago will therefore have to anticipate, understand and prepare for the competition which lies ahead.

## Dry Docking in the Caribbean and Latin America

One of the features which will enable the proposed port to be unique and more marketable than existing and proposed ports in Latin America and the Caribbean is the dry dock facility. A dry dock facility will be used to conduct ship repair services. Dry docking facilities in the proximity of the Panama Canal are located in Panama, Brazil, Bahamas, Suriname and the United States. The demand for dry docking is greater than the existing dry docking facilities. Therefore, developing a dry dock facility in Trinidad would cater for such demand. Trinidad is situated approximately 2,400 km from the Panama Canal and therefore the dry docking facility can be easily accessed by ships passing through the Panama Canal.

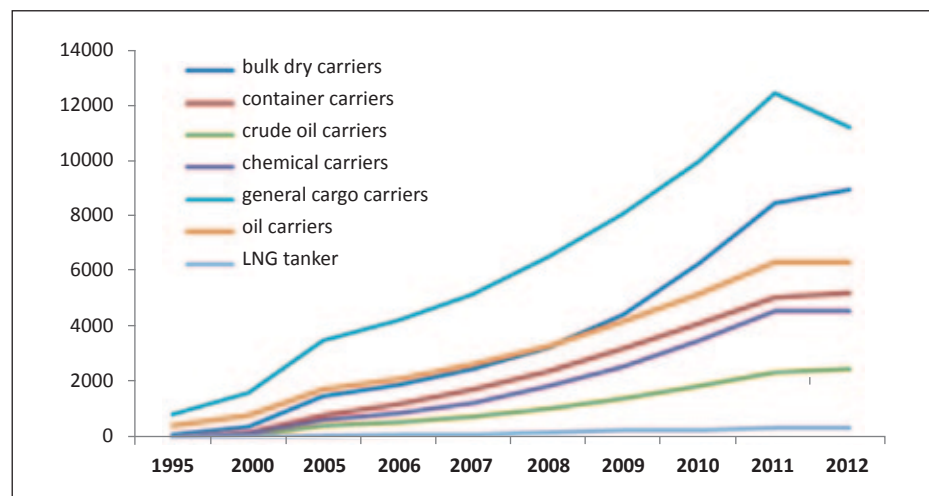
The majority of the United States East and Gulf coast ports do not have the water depths to accommodate Post-Panamax vessels. A transshipment port facility in Trinidad will therefore cater for these vessels, and presents an opportunity to develop an import and distribution centre. The key markets that the transshipment hub will serve are the United States East

**Table 1:** Transshipment Ports in the Caribbean

Country	Port	Capacity (per year)	Draft	Development Plans
Jamaica	Kingston Container Terminal	2.8 million TEUs	13m	Increase in capacity to 3.2 million TEUs and draft depth to 17m
Dominican Republic	DP World Caucedo	1.25 million TEUs	13.5m	Increase in capacity to 1.45 million TEUs and draft depth to 16m
Panama	Manzanillo Terminal	2.4 million TEUs	14.0m	
Panama	Colon Container Terminal	1.3 million TEUs	14.0m	
Panama	Cristobal	1.0 million TEUs	13.5m-15.8m	
Bahamas	Freeport Container Port	1.5 million TEUs	15.5m	Additional berths and increase in capacity to 6.7 million TEUs

TEUs - Twenty-foot equivalent units

**Figure 2:** The ship fleet in the world (Trinidad and Tobago Transshipment Port and Dry Dock Project Feasibility Study)



and Gulf Coasts, Europe, East coast of South America and the Caribbean.

## Market and Throughput Forecast for Trinidad and Tobago

It is expected that the container throughput of Trinidad and Tobago's ports will increase due to an anticipated increase in import and export demand and planned government projects.

The volume of import/export containers will have a relatively slower growth rate but the volume of transshipment containers will have a relatively faster growth (See Figure 1 of pg.8).

The future demand for ship repair services is difficult to predict but its growth will have a direct relationship to the growth of the world fleet.

The world fleet increased from 3,394 vessels in 2000 to 39,248 vessels in 2012 as shown in *Figure 2 of pg.9*. It is anticipated that the large number of vessels and the strong demand for new vessels will increase the natural demand for ship repair and maintenance services.

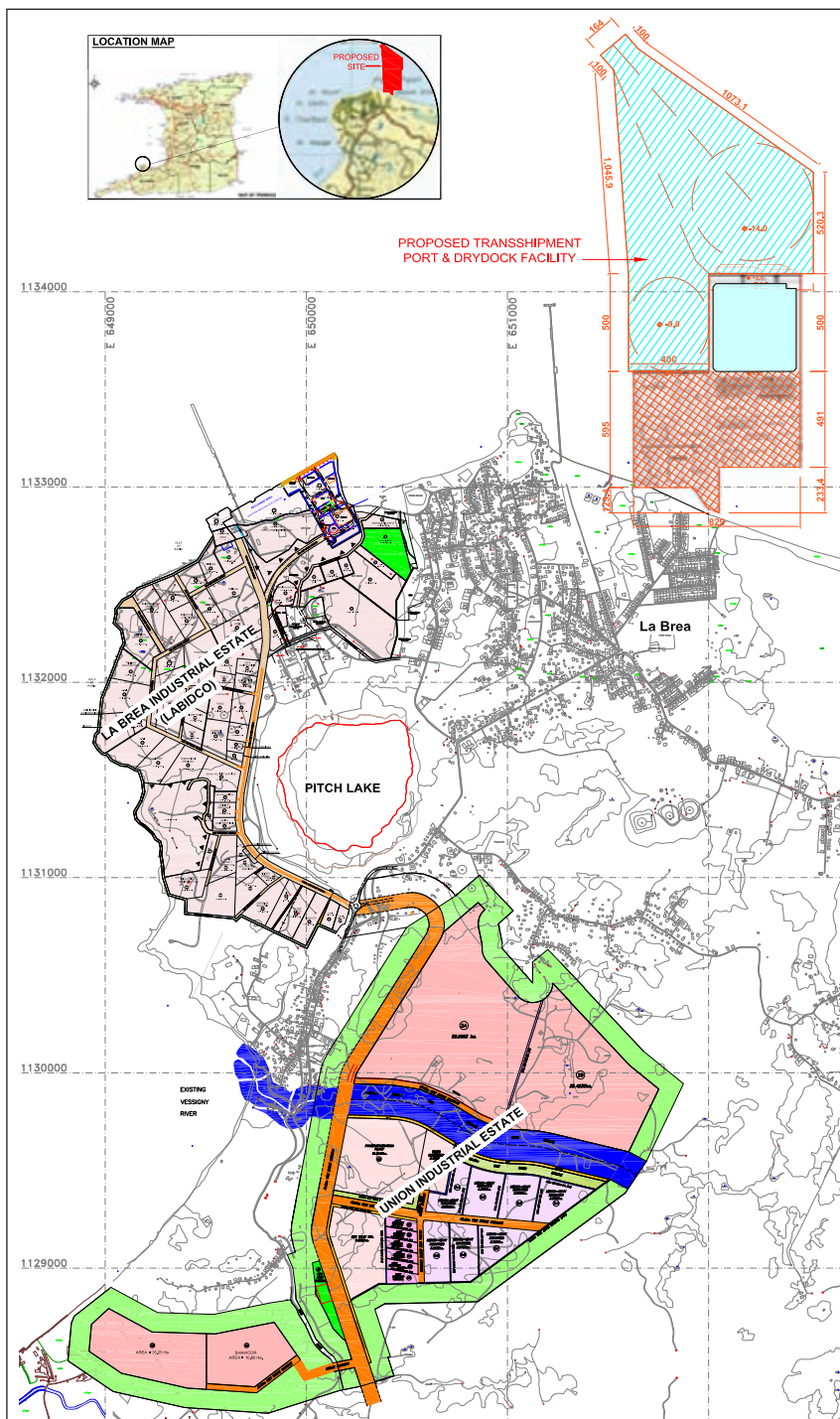
## Project Status

In preparation for meeting the challenges of expansion and increasing our national economic opportunity, a feasibility study for the transshipment and dry dock project was conducted by China Harbour Engineering Company Limited. That study was completed in mid-February 2014. The feasibility study has shown that the location of the facilities is acceptable (See *Figure 3*). Further works with respect to environmental and oceanographic studies are to be conducted. If these studies prove acceptable and a Certificate of Environmental Clearance (CEC) is obtained, construction of the facility will start shortly afterwards.

In March 2014, an application was lodged with Town and Country Planning Division (TCPD) for permission to develop the transshipment port and dry dock facility. In addition, an application for a CEC was made in the same month. A draft term of reference has been obtained from the Environmental Management Authority (EMA) and has been distributed for comments and feedback.

## Conclusion

The development of a transshipment port and dry dock will be advantageous to Trinidad and Tobago. There is an anticipated increase in vessel size, which is due to the Panama Canal expansion and trending increase in port throughput. The dry dock facility will cater for market segments which are not appropriately serviced currently. The project is expected to increase foreign direct investment and provide sustainable employment opportunities and spin-off industries for not only La Brea and environs, but for the country as a whole.



**Figure 3:** Sketch of the proposed location of The Transshipment Port and Dry Dock Facility at the LABIDCO Estate which was submitted by China Harbour Engineering.

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Author: China Harbour Engineering Company Limited

Date: February 2014  
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Services Ltd. to National Energy)  
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Title of Report: Feasibility of the Development of a Transshipment Hub

## BEYOND THE BOUNDARY

NGC's Corporate Social Responsibility programme seeks to partner with communities throughout the country.

**T**he National Gas Company of Trinidad and Tobago Limited (NGC) recognises that many of the socio-economic needs can be understood and met through collaborative, effective, community-based initiatives that enable and empower. In 1992, NGC appreciated that there was a need to invest its profits in the sustainable development of the country's communities and so the Corporate Social Responsibility (CSR) programme was established.

The programme focuses on the strategic development of education, sport, the

environment, the arts and sciences, as well as the country's infrastructure, through grassroots partnership programmes in communities far and wide, from Beetham Gardens to Moruga, Port of Spain to San Fernando, Laventille Road to Rousillac.

"The Company's Corporate Social Investment (CSI) programme falls under the themes of Civic Life, Sport and Empowerment," as Ms. Wynda Chandler, Head of Community Relations at NGC explained recently.

"The programme is quite large and encompasses sponsorship of police youth clubs and steel orchestras; cricket and track and field; NGC Sanfest; NGC Bocas Lit Fest, as well as construction of facilities in communities across Trinidad and Tobago to enrich public and community life."

She added that by "adhering to fixed focus areas and geographic spread, we have been able to make meaningful contributions for the benefit of both local communities and the wider national community."

### Education

"Education plays a major role in civic life and the development of our communities and at NGC we are committed to promoting national education at all levels," NGC President, Indar Maharaj explained, expanding on the educational initiatives the Company has embarked upon over the years. These include helping primary and secondary schools to establish libraries, computer labs, acquire photocopiers or public address systems, as well as supporting music programmes. The Company also sponsors technical and vocational skills training as well as the NGC/NIHERST National Science Centre which promotes scientific awareness in a fun and engaging manner and continues to take part in its major activities, including the popular biennial SciTechKnoFest.

At the tertiary level, NGC signed an historic MoU with The University of the West Indies (UWI), St. Augustine for a professorial chair in Innovation and Entrepreneurship in 2012. The initial period of assistance is for five



*NGC Employee, Dexter Joseph, quizzes students participating in the "Race Along The Pipeline" game, which proved very popular at the 2013 NIHERST's SciTechKnoFest.*

years with an option to renew. The Research Awards at The University of the West Indies, St Augustine Campus, was described by Mr. Maharaj as "a continuation of a long and fruitful partnership" which began in 1994 when

NGC provided financial support to the Institute of Engineering at the St. Augustine Campus.

Over the years, NGC has sponsored several major activities and projects at



UWI: from 2001 to 2003 NGC provided an annual grant to the BSc Petroleum Geoscience programme; from 2005 to 2007 the Company gave \$300,000 each year to the Graduate and Research Fund; in 2010 NGC was the main sponsor for The UWI's Conference on the Economy (COTE); NGC has also been a regular contributor to The University's Development and Endowment Fund; and in 2013 sponsored The UWI Research Expo, which is part of the Innovation and Entrepreneurship initiative.

## In the Community

Thinking along similar lines of engagement and sustainability, Wynda Chandler added that “the CSR initiatives mirror our business focus on sustainability, as projects are chosen which can shape lives for the long-term. In this regard, we do not see ourselves as benefactors, but as partners, who add our resources to those of the recipient in such a way that we can both make a difference—the concept of shared value for the Company and its multiple stakeholders.”

She also highlighted some initiatives that have directly impacted communities; some memorable ones include the facilities programme which saw the restoration of a community centre in Guayaguayare and regenerated several activities in the community. In addition to hosting social activities at the venue, the centre is also used for teaching purposes. Similarly, in La Brea, the provision of a new, state-of-the-art home for the aged “brought joy to many senior citizens and provided live-in accommodation for the elderly, as well as skills practice and training for On-the-Job Trainees (OJTs) from the Geriatric Assistance Partnership Programme (GAPP)”.

## Sport

NGC's support for the development of sport through its Right On Track coaching caravan, not just in the major cities but also in outlying villages,

conceptualised by renowned Olympian and NGC coordinator, Hasely Crawford TC, has seen the emergence of a better cadre of track and field athletes.

Recently, the Company donated TT\$13 million to the development of local cricket over the next three years. In January, Vice-President of Human and Corporate Relations, Cassandra Patrovani Sylvester, explained during a

press conference at the Queen's Park Oval, that NGC has been a sponsor of local cricket for the past three years, investing over TT\$10 million. During the last term of the sponsorship, the funds were allocated to a variety of initiatives including the preparation of the national team for the Champions League, as well as the domestic T20 and Zonal cricket. The subsequent arrangement is for a disbursement of



*Mr. Azim Bassarath, President TTCB, Mrs. Cassandra Patrovani Sylvester, VP Human and Corporate Relations, NGC and Mr. Alec Burns Chairman of the TTCB Selection Committee greet at the TTCB sponsorship announcement press conference.*



*NGC-sponsored T20 cricket in action!*

TT\$4.45 million annually from 2014 to 2016.

“As a Company that has been particularly interested in youth development over the years, we were especially excited that a portion of our sponsorship funds went to support the TTCB’s Grassroots Development Programme, which helps to bring good coaching, equipment and playing areas to young enthusiasts throughout our communities.”

She also explained that funds will be allocated to provide training for promising young cricketers at the National Academy and continued support for the Grassroots Development Programme. The 142 clubs that comprise the seven zones in Trinidad and the 12 clubs in the Tobago Zone are also in line to receive subventions to cover their activities and expenses.

The recently concluded NGC T20 Cricket Festival was highly successful, with the Queen’s Park Cricket Club team walking away with the Festival Crown.

“We are very fortunate indeed that NGC has come on board with us for another three years. We have done a lot of work and there is still much to be done and having such a successful partner in NGC, can only lead to better things,” President of the TTCB, Azim Bassarat said. “We at the TTCB are eagle-eyed and (are) willing to get involved with the government in doing our part through cricket to help rid this country of its social ills. Cricket and sport on the whole are an important tool in helping with social transformation and the TTCB stands ready to do its part.”

## Reforestation

Perhaps one of the most successful environmental projects is inextricably linked to the development of the energy industry. NGC believes the environment forms part of our national heritage, and in 2006, the Reforestation Programme was launched on the heels of the commissioning of the Cross Island Pipeline, which runs for almost 77 kilometres across the south of the island, from Beachfield to Point Fortin.

Under the Certificate of Environmental Clearance for the Cross Island Pipeline Project and Beachfield Upstream Development (BUD) projects, there was a requirement for 105 hectares to be reforested. However, NGC made it a priority to surpass this by implementing a “no net loss of forest resource” policy and before embarking on a programme to reforest an additional 210 hectares in the Morne L’Enfer Forest.

The locations chosen for the initiative were selected by the Forestry Division and listed as critically degraded areas with mainly secondary type forests remaining. These six areas lie adjacent to our 75 km 56-inch-diameter pipeline corridor extending from Guayaguayare in the east to Point Fortin in the west, with the largest parcel being in the Morne L’Enfer Forest. In all, therefore, 315 hectares of degraded forest will be reforested in this community-based programme.



*NGC’s ‘no net loss’ commitment: Pipeline laying works during the construction phase necessitates that NGC reforests.*





By the end of 2012, over 143 hectares were replanted with nearly 32,000 seedlings.

Field audit assessments have been conducted annually to determine the survival rates of the planted seedlings. These audits have revealed a consistently higher survival rate than the 80% benchmark set by the Forestry Division, attaining as much as 91% in some areas. Each seedling takes several years of care and monitoring before it is strong enough to withstand natural and man-made disturbance on its own. As

such, the programme includes ongoing tending and fire patrols in the reforested areas and seedlings that do not survive are systematically replaced.

In keeping with NGC's community engagement policy, maximum participation from communities affected by the programme is sought. For instance, community groups were formed to carry out planting, tendering, fire tracking and monitoring to help generate revenue and employment for the local communities.

*Progress Report: NGC personnel get an update from Morne L'Enfer reforestation site workers.*

## Festivals

NGC has been instrumental in promoting emerging festivals, including the National Junior Arts Festival (SanFest) with which NGC initiated a partnership in 2003, the Trinidad and Tobago Film Festival (ttff), as well as the NGC Bocas Lit Fest, which has grown in scope and size since 2011.

The latter five-day literary event, which includes workshops, discussions and readings, has been attended and lauded by internationally acclaimed writers including Lorna Goodison, Earl Lovelace, Kei Miller, Caryl Phillips, Derek Walcott and Marina Warner, to name just a few. The 2014 OCM Bocas Prize winner, novelist Robert Antoni, defined the award as "necessary" and added that "it's up to us in the Caribbean to decide who we are, to take a place on the world stage."

NGC has been a Supporting Sponsor of the ttff since 2009. Another highly successful community based programme has been the ttff Community Cinema Series. In 2011, the Company began sponsoring community screenings throughout Trinidad and Tobago, and the response has been overwhelming.

Ms. Chandler highlighted that "with the introduction in 2011 of community

screenings, NGC was happy to get the involvement of residents of satellite districts who, owing to their distance from MovieTowne—the hub of the Festival—may have found difficulty in attending screenings. NGC is also happy to involve its employee volunteers who serve as hosts in the various communities."



*Storyteller Felix Edinborough at the NGC Bocas Lit Fest*



*An NGC Sanfest Highlight Performance*



## Revolutionary Road

For Ms. Chandler, the greatest reward for leading these multi-faceted, diverse projects can be found daily, in some of the most unlikely places.

“Without meaning to sound trite, my greatest satisfaction comes from feedback from members of communities in which NGC has provided a facility, or from a school teacher whose school benefited from some much-needed item to assist in educating the children.”

In 2013, the graduation ceremony of NGC’s Capacity Building Programme for members of two La Brea community organisations, the La Brea Police Youth Club, the NGC La Brea Nightingales Steel Orchestra, as well as eight members of the Community Police Unit of the Trinidad and Tobago Police Service, was a memorable one.

NGC operates from the principle that while funding is essential, knowledge is transformational. The ultimate goal is to improve people’s lives, or rather, to give them the tools they need to improve their own lives which is the essence of sustainability.

For the CSR team members, the trend towards transformation has begun to take root and can only grow rapidly for both partners. As Trinidadian journalist and acclaimed intellectual, CLR James, once said, “it is in revolutionary periods that the culmination of previous trends and the beginning of new ones appear.”



*The dynamic performances of members of the Police Youth Clubs wowed the audience at its recent Launch in April 2014.*



*A cross-section of the Capacity Building Graduation Ceremony for La Brea Police Youth Club, NGC La Brea Nightingales Steel Orchestra and members of the Community Police Unit.*



TWO HR PROGRAMMES LAUNCH NEW OPPORTUNITIES AT NGC

## BUILDING TALENT

Vice-President Cassandra Patrovani Sylvester has a challenge—in the next decade, over 100 members of staff will retire from one of the leading energy companies in the country, The National Gas Company of Trinidad and Tobago Limited (NGC).

This comes as no surprise to management nor to Patrovani Sylvester, as strategic plans have been put in train to manage this transition. In fact, as Vice President of Human Resources and Corporate Relations at NGC, she realises that with these challenges come several opportunities, including a chance to harness knowledge and information from some of the industry's leading minds. In a recent interview, she explained that this is not a "localised but global challenge and one which NGC is prepared for and ready to meet."

"This has to be a global challenge, this rate of change. And it's all about re-tooling and resourcing. It's an opportunity to share the knowledge within the organisation, to teach and mentor new people—it's like an exchange," she added. "Our approach is a holistic one—at NGC we have an ageing workforce. We have a situation where in the next ten years about 150 employees will retire."

"The organisation is a living being, a living system and we have to inculcate the mindset that when I leave I will take that capacity, so that every employee at NGC now has to want to share a part of their past with others, to leave a legacy."

Patrovani Sylvester joined the organisation in January 2013 and brings over 20 years of experience in Human Resources and Corporate Relations, having worked as Senior Human Resources Business Partner,

British American Tobacco (Caribbean and Central America) and, earlier as Group Executive, Human Resources and Corporate Communications at One Caribbean Media Limited (OCM). She has worked extensively with local and international enterprises in the areas of Strategic Planning, Performance Management, Succession Planning, Change Management, Corporate Relations and Communications, Leadership Development and Organisational Transformation. She is a Fellow, Life Management Institute and holder of a Diploma in Marketing and Postgraduate Diploma in Organisational Behaviour from the University of London.

Training has always been a priority at the NGC. The personal and professional development of employees has been buttressed by an overarching, modernised human resource development strategy and system.

NGC has an annual intake of undergraduate students for its two-month Internship Programme. These interns are exposed to the world of work and the energy business sector.

Two new HR initiatives have been welcomed by staff: the Postgraduate Scholarship programme and the Business Upstream Development (BUD) Graduate Internship programme. Both offer employees an opportunity to enhance their skill-set and expertise through academic and hands-on training.

The Postgraduate Scholarship includes: tuition, books, a laptop, airfare, accommodation and living expenses for study at leading universities in Scotland, the core of the UK's oil and gas industry. While NGC's Business Upstream Development (BUD) Graduate Internship Programme 2014 offers graduate internship opportunities



*Annually, undergraduate interns are oriented into the world of work.*





**NGC Scholarship Winners:** Melissa Diaz (NGC), Victoria Persad (NGC) and Tamara Gildharry (National Energy) and Francis Martinez (NGC).

to nationals of Trinidad and Tobago through a career development programme. This programme is designed for young professionals, who have recently graduated from recognised and accredited universities and tertiary education institutions, with degrees that are relevant to the Company's business.

For Melissa Diaz, a Commercial Analyst in the Commercial Group at NGC, "being a part of the scholarship programme offered by NGC is one of the best opportunities for any young citizen of Trinidad and Tobago." She is one of four employees to be awarded a full Postgraduate Scholarship and chose to pursue a Master of Science Degree in Energy Studies at the University of Dundee, Scotland.

"The University of Dundee is like many other universities that offer a Master's programme relating to the energy sector and exposes students to the real issues that occur in the energy sector and the necessary skills to apply in dealing with them. The course does not only entail examinations, but it allows students to do research on an area of interest in the energy sector."

She added that she would recommend the programme to "any young person with a keen interest in the energy sector" as it provides "not only knowledge, but exposure to the world

outside of Trinidad and Tobago and an understanding of the energy sector as a whole."

***"Our approach is a holistic one—at NGC we have an ageing workforce. We have a situation where in the next ten years about 150 employees will retire."***

Other awardees included: Francis Martinez, Surveyor II, Geospatial Information Services Department, Technical Services Group at NGC who gained a full Postgraduate Scholarship towards a Master of Science Degree in Oil and Gas Engineering at Robert Gordon University, Aberdeen; Victoria Persad, an Accounting Technician in the Finance Division at NGC, who was awarded a full Postgraduate Scholarship in Law LLM Petroleum Taxation and Finance at the University of Dundee; and Tamara Gildharry, a Graduate Trainee in the Office of the President at National Energy, who won a full Postgraduate Scholarship towards pursuing a Master of Science Degree in Energy Studies at the University of Dundee.

Siara Sant O'Reilly took part in the graduate trainee programme of a mentoring initiative that is currently being refined. She said that her

experience was a "good one" but suggested some modifications to the structure of the programme, including reducing the training period from two years to perhaps six months and developing a comprehensive schedule of procedures for each department.

"The ability to learn is the most important quality a leader can have," wrote renowned author of *'Lean In'* and Facebook Chief Operating Officer, Sheryl Sandberg. And this is one lesson that has been embraced by staff throughout the NGC Group. Patrovani Sylvester wants her legacy to be one of personal leadership and a memorable experience for all employees.

"I have one word—experience. The experience our employees have—I want to have people breaking down the doors to get in because this is the best place

to work. If they do make the decision to come here, each one should leave here better, because you grew...you learnt personal leadership. NGC is a place where that can happen."

At NGC, a recurring theme is expansion into the global energy sector as we seek opportunities both within T&T and overseas. Initiatives such as the BUD and Scholarship programmes, are geared towards providing our employees with international experience and exposure. To be a valued partner in the global energy business, we cannot only make financial investments but also ensure NGC's talent is well equipped to hold their own on the international playing field.



# THE NGC ECO-PHOENIX CLUB

by Antonia Lucky, Corporate Lead,  
Environment, Health and Safety, NGC

Driven to make a difference, these NGC pioneers take the lead as environmental stewards and inspire generations to care for our world.

Today's environmental challenges are different from those of yesteryear.

The National Gas Company's Environment, Health and Safety (EHS) Department strongly believes that to solve the toughest problems, it is necessary to listen to environmental stakeholders in order to find common ground. The only way to help save our nation's precious environment is by getting all hands on deck and working together. Therefore, the NGC Eco-Phoenix Club aims to bring about lasting and positive environmental change through constructive engagement with those closest to the problem, thereby becoming part of the solution.

In a world driven by global commerce, one cannot ignore the environmental footprints of oil, gas and associated petrochemical corporations. By partnering with others we can find solutions that benefit everyone, in the field of educational awareness and environmental best practices. Hence, the birth and creation of the NGC Eco-Phoenix Club. With a vision established by the EHS Department, the group is poised to make profound improvements to the environment and human health of not just our NGC environs, but our country as a whole.

## The Pioneers

The NGC Eco-Phoenix Club was launched on World Environment Day 2008 in response to the organisation's need for a paradigm shift with respect to its environmental culture. The group is led by members of the NGC EHS Department, with Elana Thompson and Abiola Mc Cree serving as co-team leaders. The group has over 300 members and membership is open to past and present NGC employees, their families and friends of NGC.



*The NGC Eco-Phoenix Club operates on an “all-inclusive” approach whereby ideas are solicited and encouraged from the wider Company membership through the intranet portal.*

Throughout the period 2008 to present day, the NGC Eco-Phoenix Team ensured that NGC as a corporate citizen, promoted best practices and values of environmental stewardship, amongst our contractors, visitors, employees and their family as well as friends. The Club's members share the vision and mission of the Eco Team Leads: a desire to see NGC's environmental values soar as a priority, moving the Company upwards and onwards, in a global setting, towards energising everyone they interact with, via their activities and to be mentors on best environmental practices and management.

The passion and dedication exhibited by the NGC Eco-Phoenix team has been acknowledged and commended by fellow member companies on the Pt. Lisas Estate, NGC staff and several school principals.

Successful Eco-Phoenix Activities over the years include but are not limited to: Daily Recycle Initiatives inclusive of paper, plastic bottles, glass, toner cartridges and fluorescent bulbs; Monthly newsletters; Quarterly Recycle Drives inclusive of electronic based items; Annual National Beach

Clean-ups and Turtle Nesting Tours; Annual World Environment Day celebrations; Interactions with schools (both Primary and Secondary); Donning of employees in Eco-Phoenix branded attire; Distribution of Eco-Phoenix branded tokens; and expanding employees' environmental knowledge and awareness by facilitating hikes, guest lectures and in-house displays.

## Engaging Our Communities

Through the NGC Eco-Phoenix environmental competitions and activities held with schools such as Holy Name Convent, Mafeking Government Primary School, Holy Faith Convent, Couva, Miracle Ministries Pentecostal High School, Penal and Savonetta Primary. The NGC Eco-Phoenix Club positively impacted and impressed upon them the role they could play in sustainable development and environmental management at home, school and at the national level.

The NGC Eco-Phoenix Club even partnered for a year with Miracle Ministries High School, the winners of the Enviro Buzz Competition in 2012. They assisted the School's Environmental Club in achieving some of their goals which included participating in a national beach clean-up, witnessing turtle nesting, broadening the students' knowledge of local wildlife and of course, initiating a recycling programme at the school.

In October 2013, Arts Alive Tobago, a registered not-for-profit association, whose aim is to foster knowledge, excellence, empowerment and unity through the performing arts, requested financial sponsorship from NGC to assist with their *Rhythms of Life, Voices of Nature* concert. However, NGC was unable to assist as a corporate entity, so the Eco-Phoenix Club stepped in to assist.

As this entertainment production was environmentally focused and geared towards educational purposes for all patrons, the NGC Eco-Phoenix Club took the helm in assisting with the sponsorship and graciously purchased 150 tickets and offered them to NGC staff and their families.

*The Rhythms of Life, Voices of Nature* concert was a true celebration of the beauty of the cultures and the wonders of the natural world of Trinidad and Tobago through song, dance, story, costumes and special images.

The concert activities were performed by members of Arts Alive Tobago Jubilation Choir, the Arts Alive Women's Ensemble, the Arts Alive Tobago Children's Performing Company, and selected guest soloists, actors and dancers. The NGC attendees also appreciated the differently abled persons who were part of the ensemble group, and whose participation truly embodied the spirit of equality and inclusion.

In March 2014, the Eco-Phoenix Club also supported another non-profit organisation, the Turtle Village Trust. This time they provided equipment and sponsored support services to the Trust and the village of Fishing Pond, Sangre Grande. Their Second Annual Beach Clean-Up was highly successful. The Fishing Pond Beach is one of the three national protected turtle nesting beaches in Trinidad. Unfortunately, access to this popular turtle nesting site has been compromised by the destruction of the boardwalk. The Club has expressed a

desire to assist the Turtle Village Trust in the reconstruction of an environmentally-enhanced boardwalk.

As it relates to the Club's benefits to NGC, the NGC Eco-Phoenix Club truly lives the mission and vision of the Company's EHS Policy Statement, which includes environmental management and preservation of the environment.

## Team-players

The Eco-Phoenix Team Leads keep abreast of environmental issues via attendance at AMCHAM HSSE Conferences, Carbon Footprint Management Conferences and Green Energy Conferences.

Four Eco-Phoenix Team members currently sit on the National Environmental Technical Committees, namely the MEEA Hydrocarbon and Chemical Committee and the MEEA National Oil Spill Plan Committee. Through these committees, the Eco-Phoenix members significantly contribute to our nation's environmental development. They are also involved in managing the



*The NGC Eco-Phoenix Club's recycle bins at Head Office.*





*Enviro Buzz Winners, Miracle Ministries Pentecostal High School, with Team Leaders of The NGC Eco-Phoenix Club.*

Environmental Management Audit study at Beachfield.

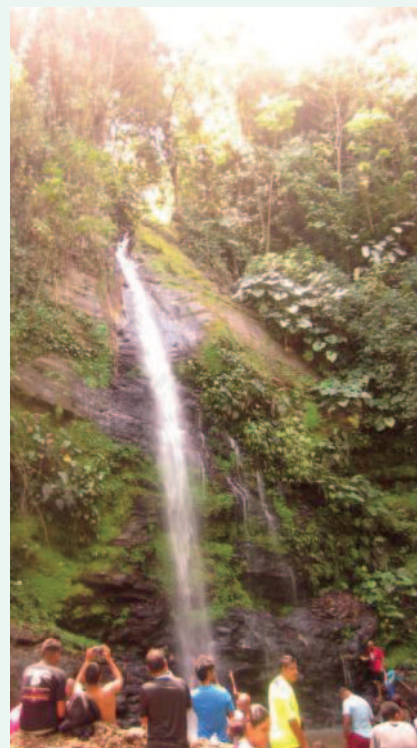
The team's successful completion of their project activities stands as testimony of their consistent demonstration of collaboration. Their cohesiveness has stood the test of time from their installation on 5th June 2008 to today. Membership continues to increase to not only include NGC staff and family members, but also National Energy employees, as well as new members from throughout the nation via their Facebook page.

The team meets monthly to plan their events and holds post-mortems to ensure lessons learnt. Recommendations are made for better cohesion of the Club and to expand the variety of experiences being offered through their events.

## **An all-inclusive club**

The NGC Eco-Phoenix Club operates on an "all-inclusive" approach whereby ideas are solicited and encouraged from the wider Company membership through the intranet portal. The Eco-Phoenix Portal is testimony of the successes these collaborative efforts have produced; from planning to execution, members of the group work together for the best interest of the Club and its members.

The NGC Eco-Phoenix Club upholds integrity and transparency in all it does and has ensured employee buy-in and support with Company environmental initiatives and projects, for example, the recycling drive. This is a benefit of national interest as Trinidad and Tobago seeks to become an environmentally conscious nation, corporate citizen and recycling country.



*The Club's Hike to Double River Falls*



*By partnering with others we can find solutions that benefit everyone, in the field of educational awareness and environmental best practices.*



*The NGC Eco-Phoenix Club prepared for International Coastal Clean-up activities at Station Beach, La Brea.*

It can also be noted that the responses from employees, with regard to recycling, have increased exponentially.

All Team members have priority approaches to managing their NGC work as well as the Team's activities. They do this successfully without compromising their individual performance contract deliverables or time dedicated towards

both work and club duties. Each team member gives more than 100% towards both their activities for the Club and towards NGC's corporate standards, which assures the sustainability and longevity of the NGC Eco-Phoenix Club.

We can't do it alone! The Eco-Phoenix Club continues to succeed by tapping into the knowledge and influence of others.

We work with other environmental groups, of course—but that's not enough, so the NGC Eco-Phoenix Club is always on the lookout for the next environmental buzz or natural heritage landscape upon the horizon to visit, embrace and appreciate with our fellow Eco lovers.



*An all-inclusive club: The Club engages NGC's employees and their children, as well as various environmental stakeholders in its Eco-initiatives.*

## Nigerian Study Tour of T&T

In May 2014, a visiting delegation from the National Defence College, Abuja, Nigeria, conducted a Geo-strategic tour of Trinidad and Tobago. The study tour, which examined 'Oil and National Development in Trinidad and Tobago: Lessons Learned for Nigeria', was focused on generating interaction by visiting major stakeholders in the local Energy and Defence sectors.

In addition to NGC, the delegation also visited other state energy agencies including Petrotrin, PLIPDECO, NESC and Lake Asphalt.

The visit, which was hosted by the NGC External Communications Department, also featured presentations which were facilitated by Tickaram Roopchandsingh, Vice President, Gas Transmission and

Distribution (Ag.) and Merlyn Rennie-Browne, Vice President, Energy Industry Development, National Energy, both of whom presented an Overview of NGC and National Energy, respectively. The trip concluded with a comprehensive tour of the Point Lisas Industrial Estate.



*Acting VP of Gas Transmission and Distribution, Tickaram Roopchandsingh greets members of the Nigerian Defense College delegation in May 2014.*



*Members of the Nigerian Defense College delegation listen attentively to the presentation.*



## NGC & UWI partner for Research Expo

Thousands of university and secondary school students, researchers and members of the general public attended The University of the West Indies (UWI), St Augustine Campus Research Expo in October 2013. The multi-faceted event, which was hosted by NGC and UWI, featured interactive displays, a symposium on research, enterprise and impact, film screenings, concerts, over 30 mini-workshops, as well as The UWI Marketplace and Kids Fun Park.

Speaking at the official launch of The UWI Research Expo at the Office of the Campus Principal, Pro Vice-Chancellor Professor Clement Sankat, UWI Campus Principal, promised that the Expo would be “informative, engaging, exciting and memorable.”

“I would also like to thank the National Gas Company of Trinidad and Tobago for their generous sponsorship of our Research Expo 2013. NGC has demonstrated to Trinidad and Tobago that they value research and scholarship in advancing a society.”

The UWI Research Expo launched with a day filled with everything chocolate, at the Cocoa Research Centre’s hosting of World Chocolate Day at the JFK Auditorium. The next day, the Symposium on Research, Enterprise and Impact was held at the Learning Resource Centre, which featured presentations and panel discussions from leading UWI researchers. The exhibit at the JFK Auditorium and Quadrangle showcased interactive displays including experiments by the Faculties and Units.

A wide range of free mini-workshops were also held at the Campus, providing unique, hands-on learning opportunities to members of the public: from steelpan tutorials to Understanding 4G Networks, Chinese Business Etiquette, as well as Renewable Energy Application workshops, to name just a few. An exit



*Students try their hand on the national instrument at the UWI Research Expo.*



*Pro Vice-Chancellor Professor Clement Sankat, UWI Principal, meets and greets students.*

survey conducted by the principal’s office was highly positive, with many participants agreeing that they found the event to be informative and innovative.



## New Brand for National Energy

A key member of The National Gas Company of Trinidad and Tobago Limited Group launched a new modern brand image at the Hyatt Regency Trinidad. With this brand renewal, the legal name of the National Energy Corporation of Trinidad and Tobago will remain, however the logo focuses on the abbreviated name of National Energy.

The new brand personifies the Company's mandate to actively pursue energy based projects, as well as marine and logistics business opportunities,



*National Energy's new logo*

regionally and internationally. With a staff of 120, National Energy has been focused on meeting its goals and objectives and exploring investments in Africa and Guyana-Suriname basin.

In his opening remarks, President of National Energy, Dr. Vernon Paltoo,

invited stakeholders to embrace the new brand identity, saying that the new image together with National Energy's focused objectives "will ensure that National Energy is ready and able to take Trinidad and Tobago along a path of sustainable development and growth."



*The NEC Pioneer and NEC Voyager*

## New Vessels Commissioned

The NEC Voyager and NEC Pioneer are the two seafaring vessels recently commissioned by National Energy. The two impressive tugs were built in Singapore and China, respectively, bringing to nine the number of seafaring vessels operated by the Company.

National Energy President, Dr. Vernon Paltoo, explained that the Company is actively pursuing energy-based

infrastructure, marine and logistics business outside of T&T, with particular focus on the Guyanese-Suriname basin and Africa.

"Currently National Energy is advancing project development with global multinational companies such as the Mitsubishi Corporation with the intention of establishing downstream energy-based plants at Union

Industrial Estate," Chairman Roop Chan Chadeesingh stated. National Energy has focused on the regional and international energy landscape. "These discussions are directly linked to the government's decision to diversify the energy sector by finding innovative ways to produce secondary and tertiary derivatives of oil and gas."



*National Energy's President Dr. Vernon Paltoo presents a cheque to the UWI's Dean of the Faculty of Engineering, Professor Brian Copeland.*

## Investing in the future: Rewards for Engineering students

### Cheques Presented by National Energy President

In a symbolic handing over ceremony at The University of the West Indies (UWI), St Augustine Campus, National Energy President Dr. Vernon Paltoo presented two cheques in the sum of \$50,000.00 and \$120,000.00 to the Dean of the Faculty of Engineering, Professor Brian Copeland. Dr. Paltoo also explained that this represents the Company's commitment to sponsoring prizes for the best individual performances in the

engineering field over the next three to five years. He added that this support of engineering university students represents a small part of the Company's overall commitment to securing Trinidad and Tobago's development of the energy sector.

### Rewards for Engineering Students

National Energy has a keen focus on supporting education initiatives. The Company was pleased to partner with the Faculty of Engineering at The University

of the West Indies (UWI), St Augustine Campus, to recognise and reward stellar MSc Petroleum Engineering students.

The Company sponsored three prizes. Two were awarded to Naline Rambaran for the Best All-Round Part-Time Student and for developing the Best MSc Petroleum Engineering Project. Kavita Ramnarine-Ramsawak also received award for the Best MSc Coastal Engineering Project.



## Stakeholder Engagement

The La Brea Industrial Development Company Limited (LABIDCO) is responsible for the management of both the La Brea Industrial and the Union Industrial Estates. Through the company's core business responsibilities, LABIDCO facilitates and supports National Energy's project development initiatives in La Brea.

In support of National Energy's initiatives to actively promote Trinidad and Tobago's energy brand, LABIDCO facilitated the first stakeholder engagement meeting of 2014 with tenants of the La Brea and Union

Industrial Estates in March 12th 2014. The meeting focused on updating tenants on the operations at La Brea Industrial Estate and Port, Union Industrial Estate and the Port of Brighton.

Included in the session was the company's Community Involvement and Employee Engagement programme for 2014 which focuses on "Building Capacity Minimizing Risk." National Energy also shared with the tenants the security framework that has been developed for the Estates. This includes Security Vulnerability and Port Security

Vulnerability Assessments and Plan Study. It was also an opportunity for LABIDCO to receive feed-back from the tenants on matters affecting them.

LABIDCO recognizes the importance of Stakeholder Engagement to the operations of both the La Brea and the Union Industrial Estates. It intends to continue engagement of its key stakeholders as the company works towards improving its level of service in all of its business areas.



*The Port of Brighton, La Brea Industrial Estate*

... to reflect on the beauty that surrounds us here in Trinidad and Tobago.



Photo: NGC Archives

The beautiful coastline of Columbus Point where NGC's pipeline makes landfall and extends to the Cove Eco-Industrial and Business Park (CEIBP) in Tobago. NGC used Horizontal Directional Drilling (HDD) to ensure minimal impact on the coral reef to preserve this picturesque view.





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