



# Heritage

**PETROLEUM**  
COMPANY LIMITED



**ONE**  
**TEAM • JOURNEY**

**2022-2023 ESG REPORT**

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## METHODOLOGY GUIDED BY GRI (GLOBAL REPORTING INITIATIVE)

We prepared this report with reference to the GRI standards, to help guide the evaluation of our performance within widely accepted reporting frameworks. Leveraging these frameworks, we set out to clearly communicate our key risks and opportunities to stakeholders in a way that enhances transparency and long-term decision-making. Detailed disclosures can be found in the GRI Disclosure Index on (PAGE TBD) of this report.

Disclosures under these frameworks are related to Heritage Petroleum’s sustainability performance from October 2022 to September 2023 plus a broader narrative in specific areas. They include all Company operations unless otherwise noted.

## ESG AREAS OF FOCUS:

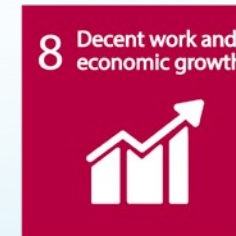
### Protecting the environment



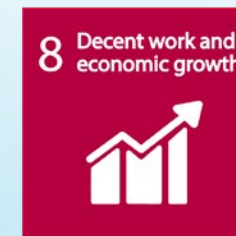
### Building community capacity



### Supporting economic development



### Empowering future leaders



**A MESSAGE  
FROM OUR CEO**



**Erik Keskula**  
Chief Executive  
Officer



## DEAR VALUED STAKEHOLDERS,

**It is with great pride and a profound sense of responsibility that I welcome you to read about the continuation of our sustainability journey at Heritage Petroleum Company Limited. As I reflect on the strides made and the challenges navigated over the years, I am reminded that our commitment to responsible actions and behaviours is not just a strategic initiative but a core part of our identity.**

Since taking the reins in June 2023, I continue to be amazed by this beautiful twin island republic that pulses with energy and vibrancy, the diversity and calibre of its people, the breadth of Heritage's operations and the commitment of our team.

In recent years Heritage Petroleum has played a pivotal role in shaping the energy landscape of Trinidad and Tobago. Our century-long legacy in hydrocarbon production has not only contributed significantly to our nation's prosperity but has also positioned us as a global contender. For all of my career I have seen first-hand the transformative power of the energy sector, and I am steadfast in my belief that our industry can continue to be a force for positive change.

Our vision of being a source of pride for Trinidad and Tobago remains unwavering. We are not only dedicated to maximizing production and operational excellence but also to doing so in a responsible manner.

The world is evolving, and so are we. We recognize the imperative of managing the energy transition with pragmatism, ensuring that our actions today align with the country's needs of tomorrow.

The strategic business pillars that have been guiding our operations for the past five years are linked to our commitment to Environmental, Social, and Governance (ESG) principles. Our areas of focus for sustainability frame how we do business, reflecting our commitment to minimising environmental harm, building community capacity, supporting economic development and empowering future leaders.

### STRATEGIC BUSINESS PILLARS

- **Growing Production Sustainably**
- **Optimising Capacity and Capability**
- **Progressing our ESG Agenda**
- **Partnering for Value**

### ESG AREAS OF FOCUS

- **Protecting the Environment**
- **Building Community Capacity**
- **Supporting Economic Development**
- **Empowering Future Leaders**

Integrating ESG principles into our corporate strategy and balancing long-term growth with strong governance, responsible business policies and practices and positive environmental impact.

In the past year, we continued to have significant socio-economic impact by contributing \$2.77BN in taxes, generating 1251 employee and third-party contractor jobs and funnelling 96% of our spend into local suppliers and vendors. Our impact extended beyond financial metrics, encompassing initiatives that strengthened our workplace, enhanced our operational management system and supported the communities we are an integral part of.

Our HERO scholarships and Here We Grow agriculture training programmes continue to help build community capacity and we are building community infrastructure like the Palo Seco Velodrome as well as helping to nurture small business development through our fenceline (neighbouring) community contractor development programme. These are just a few of the

initiatives that you can read about further in the report.

As we present this third assured ESG report, it serves as a testament to our continued commitment to transparency and accountability. We have set robust goals, defined targets and established key performance indicators to measure our progress in specific areas. Our journey toward sustainability is not a static one but a dynamic process of continuous improvement.

Looking ahead, I am confident that the next generation of leaders will play a significant role in reshaping our industry and environment. As a father and leader, I recognize the importance of leaving a legacy that fosters a sustainable and prosperous future. We have a duty of

care to support and empower the next generations in this endeavour.

I extend my gratitude to the entire Heritage team for their dedication, resilience and passion – and together, as One Team on One Journey, we will continue to be a source of pride for our country and a key player in the energy ecosystem.

**Enjoy your reading.**

Sincerely,



**Erik**



## MATERIALITY ASSESSMENT AND ENTERPRISE RISK

### Stakeholder Engagement

In our ongoing commitment to bolster our value proposition and carefully manage stakeholder expectations, we place significant importance on upholding our social licence to operate. This imperative is achieved through systematic and meaningful engagement with our diverse stakeholders, fostering a comprehensive understanding of their perspectives and needs. Our approach emphasizes proactive, consistent engagement across an array of stakeholders, integrating feedback into our operations (where appropriate) and initiatives to foster transparency, accountability and sustainable development.

Our stakeholders, encompassing individuals and organizations directly influenced by our operations and resources, hold pivotal roles in shaping the trajectory of our business. Recognizing their significance, we actively collaborate with them to enhance our products and processes, involve them in critical decision-making processes, and fortify the foundation of trust that underpins our relationships.

Throughout the year, we cultivate dialogue with a diverse spectrum of stakeholders. This includes but is not limited to our employees, government entities, regulatory bodies, suppliers, valued customers, industry partners, communities, non-governmental organizations (NGOs), and contractors. These stakeholders are subsequently categorized into key groups, both internal and external, aligning with specific strategic categories to facilitate focused and purposeful engagement initiatives. Our stakeholder engagement strategy can be summarized in the following key points:

#### 1. Diverse Stakeholder Engagement:

- We actively engage with a broad spectrum of stakeholders, including but not limited to employees, various levels of government, industry associations, educational institutions and the media.

#### 2. Proactive Engagement for Insight and Feedback:

- We emphasize proactive engagement to collect diverse feedback, which aids in identifying sustainability risks and opportunities, as well as prioritizing key ESG disclosures and initiatives.

#### 3. Community and Social Impact Assessment:

- We conducted our first Community and Social Impact Assessment during this fiscal to measure engagement indicators, with a plan to repeat the survey more regularly to address any arising issues.

#### 4. Employee Engagement Survey:

- Like the community survey, we also conduct an Employee Engagement Survey, which informs our engagement strategies, projects and initiatives.

#### 5. Government Engagement at Various Levels:

- Engagement with government occurs at the parliamentary, ministerial and local levels, with regular quarterly meetings to share information, identify issues and track consultations.

#### 6. Regulatory Compliance and Cooperation:

- For key projects, stakeholder meetings are conducted as mandated by the Certificate of Environmental Clearance (CCEC) process, ensuring regulatory compliance and environmental responsibility.

We maintain memberships with leading industry and professional organizations, playing an active role across various local and international bodies. Our memberships span from local chambers and educational institutions to international and regional associations, emphasizing our commitment to leadership, innovation and excellence in the energy sector. This diverse network of memberships demonstrates our integral role in advancing the energy ecosystem.

### Enterprise Risk informing what matters

At Heritage, we recognize the integral relationship among sustainability, strategic thinking, business resilience, and enterprise risk management. This interconnected approach is fundamental in safeguarding our operations, fostering resilience, and ensuring the long-term viability of our business.

Our steadfast commitment to this approach is exemplified through the articulation of our Enterprise Risk Management (ERM) Policy, which draws inspiration from the ISO 31000 Standard for Risk Management. This policy serves as the foundation for developing, implementing, and continuously improving a comprehensive framework. The primary objective of this framework is to seamlessly integrate risk management into our organization's overarching governance, strategy, planning, management, reporting processes, policies, values, and culture.

In alignment with best practices, we actively communicate our commitment through various environmental reports and disclosures for stakeholders, such as our Environmental Safety and Health Performance Report and E-Waste Guidelines. Furthermore, we transparently share our annual Environmental, Social, and Governance (ESG) reports with prospective business partners, especially during discussions involving long-term contractual agreements.

A pivotal aspect of our risk management strategy involves the categorization of risks. Throughout the reporting period, our Enterprise Risk Management process facilitated the meticulous assessment and documentation of strategic risk materiality to our business. Each Business Unit Leader, also known as the Risk Owner, collaborated

INDUSTRY MEMBERSHIPS	ORGANIZATION
<b>Energy Chamber</b>	Energy Chamber of Trinidad and Tobago
<b>AMCHAM</b>	The American Chamber of Commerce of Trinidad and Tobago
<b>Geological Society</b>	Trinidad and Tobago Geological Society
<b>Higher Education</b>	The University of the West Indies (UWI), University of Trinidad and Tobago (UTT)
<b>Oil &amp; Gas Industry</b>	Oil and Gas UK, Association of International Petroleum Negotiators, Association of Upstream Organisations of Trinidad and Tobago (AUOTT)
<b>Professional Associations</b>	Association of Chartered Certified Accountants (ACCA), Society of Petroleum Engineers, Trinidad and Tobago Association of Petroleum Scouts, American Association of Petroleum Geologists (AAPG)
<b>Emergency Aid</b>	Trinidad and Tobago Emergency Mutual Aid Scheme (TTEMAS)



with Risk Champions within their respective units to develop seventeen (17) Business Unit Risk Registers. The Chief Executive Officer and the Executive Leadership Team critically reviewed one hundred and twenty-three (123) risks, identifying them as major risks with enterprise-wide implications.

These Enterprise-Level Risks were subsequently categorized into twenty-two (22) Risk Categories, with the top five (5) major categories identified as follows:

1. **Asset Integrity, Process Safety & Reliability Risk**
2. **Security Risk**
3. **Health & Safety Risk**
4. **Reserves Risk**
5. **Financial Management Risk**

This systematic approach, stemming from our commitment to sustainability and underpinned by our ERM Policy, ensures a proactive and comprehensive response to identified risks, reinforcing our dedication to resilient and sustainable business practices.

A comprehensive summary of these risks was reported to the **Board**, its **Audit and Risk Sub-Committee** and our **Chief Executive Officer** (all of whom have oversight of risk with the CEO having overall responsibility for the risk management process).

### **ISO 14001: 2015 - Clause 4.1 Understanding the Organization and its Context**

A key part of our process this year was the leveraging of “ISO 14001: 2015 Clause 4 – Context of the Organization” is to provide a high-level, strategic understanding of the important external and internal issues that can affect, either positively or negatively, the way we manage our environmental responsibilities (and by extension our wider remit).

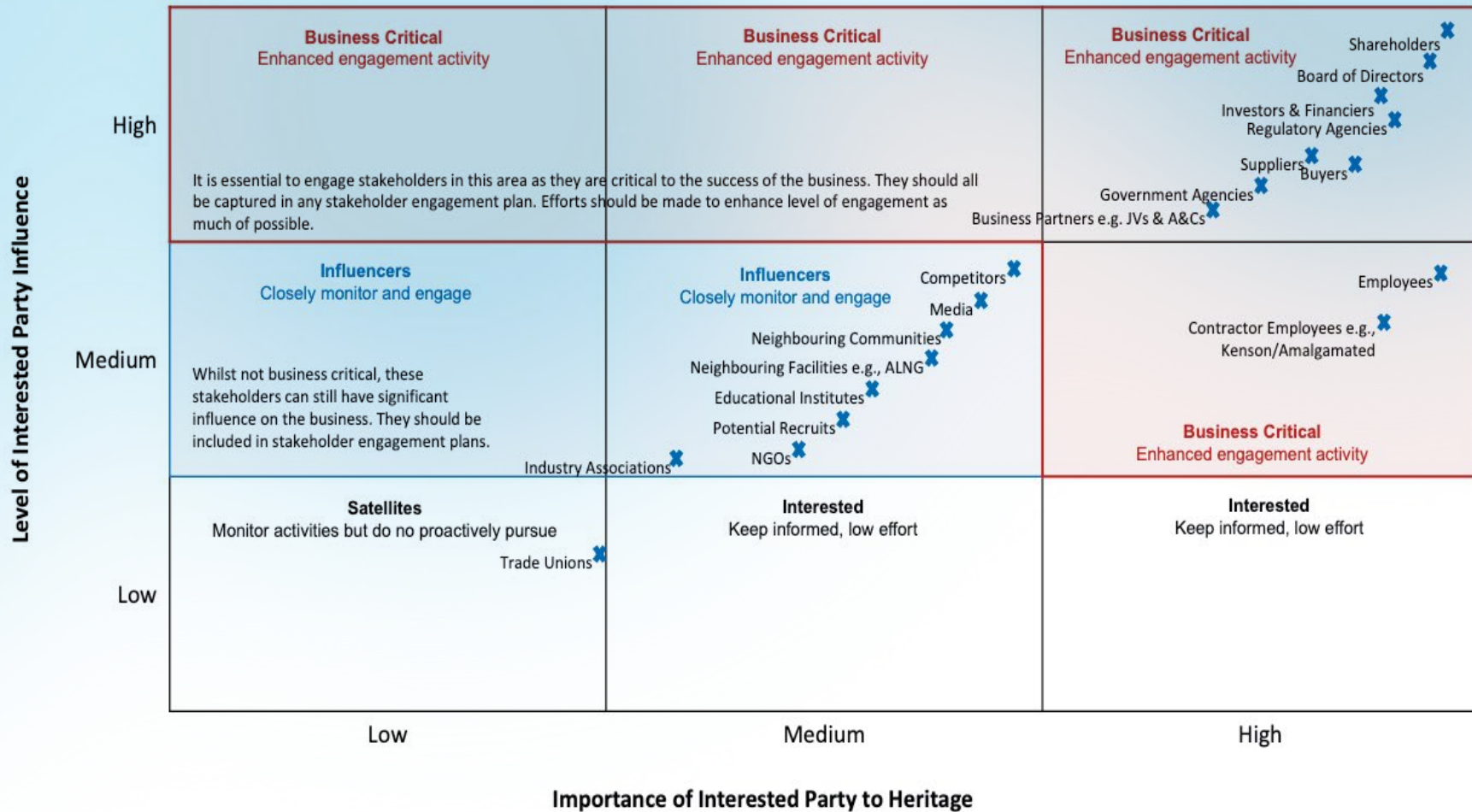
We had a better understanding of all the direct and indirect consequences, legal requirements and the effects on the stakeholders that we have under the following:

- **Internal Context** - Actions, products or services that may affect the environmental performance.
- **External Context** - Any legal, economics, social or political issues that may affect environmental performance.
- **Environmental context** - all other environmental aspects that may be susceptible to damage by our organization’s environmental performance.

The two (2) sub-clauses within Clause 4 of ISO 14001:2015 that help determine the external and internal issues are as follows:

- 4.1 Understanding the organization and its context; and
- 4.2 Understanding the needs and expectations of interested parties.

## ISO 14001: 2015 - IMPORTANCE AND INFLUENCE OF INTERESTED PARTIES

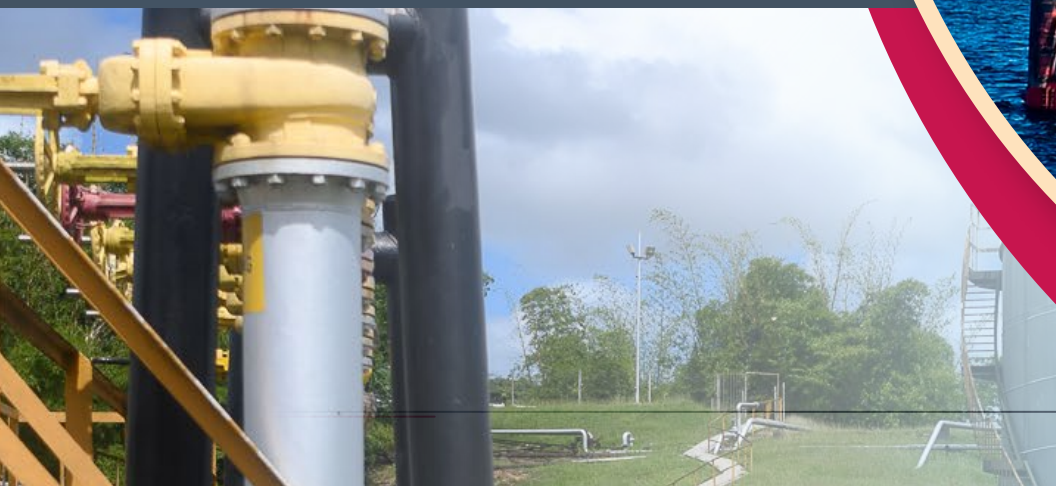




# OUR BUSINESS

## OVERVIEW

We are the state-owned Upstream company of Trinidad & Tobago, dedicated to the safe and responsible exploration, development and production of hydrocarbons, along with the marketing of crude oil. Our primary goal is to maximize financial returns from the country's energy resources. Heritage aspires to be a source of pride for our nation, driven by our diverse workforce and world-class capabilities, relentlessly committed to operational excellence, profitability, and the safety of our personnel.







As an integral player in the energy sector, we recognize our responsibility as an employer, taxpayer, and significant contributor to the well-being of our employees, neighbours, and partners across the entire value chain.

Our key clientele and collaborators include state-owned entities, agencies, and commercial enterprises within Trinidad & Tobago's oil and gas sector. Our headquarters are situated at 9 Queens Park West, Port of Spain, and our operations are predominantly centred in the southern region of Trinidad and the Gulf of Paria, with additional non-operated assets off the east coast of Trinidad.





## VISION

To be a source of pride for Trinidad and Tobago by focusing on profitability, operational excellence and world-class talent as a performance-driven oil and gas company.

## OUR VALUES



### INTEGRITY

We deliver on our promises, treating each other fairly, honestly and respectfully, fostering relationships of trust with the broader society and community.



### NIMBLE

We respond quickly whilst adapting in order to work effectively in ambiguous or changing situations, and with diverse individuals and groups.



### SAFETY

We commit to managing our business and communities in a safe and environmentally responsible manner in accordance with statutory requirements.



### PERFORMANCE

We have a commercial focus with a business mindset which promotes profitability and sustainability. We are committed to focusing our efforts on achieving high-quality results consistent with the organisation's standards and aspirations.



### INNOVATION

We promote innovation that improves processes and results, generating viable, new approaches and solutions, and continuously seeking to create new possibilities.



### RESPECT

We recognise value and leverage the unique perspectives, experiences and talents of every individual. We promote cross-cultural understanding, fairness and inclusion throughout the organisation.



### EXCELLENCE

We are value-driven, energising and inspiring others to strive for the best and commit to common goals and purposes, creating a sense of self-efficacy, resilience and persistence.

## HOW WE ARE ORGANIZED





**Our operations are focused on core business activities supported by enabling functions.**

### **LAND BUSINESS UNIT**

Responsible for growing and optimising base production on land safely and economically, by enabling efficient and effective operations, drilling, enhanced oil recovery, robust asset integrity and maintenance programmes.

### **OFFSHORE BUSINESS UNIT**

Seeks to maximise value through the efficient and effective execution of projects and routine upstream activities within the Soldado Fields. The Unit develops field acreage through the efficient and safe execution of surface and subsurface activities, while protecting our base production.

### **SUBSURFACE DEPARTMENT**

Plans and sets direction to the organization on strategies to stabilize production, enable production growth and achieve reserves replacement in a safe and cost-effective manner, through best-in-class geosciences and reservoir management.

### **ENGINEERING DEPARTMENT**

Accountable for the delivery of all engineering services (including support to operations and maintenance functions). Develops, plans and executes safe, and cost-effective delivery of projects across the business.

### **MIDSTREAM BUSINESS UNIT**

Receives crude from offshore, land and lease operators; manages the fiscalisation of the crude and pumps it to an affiliated Trading Company for cargo sales.

### **BUSINESS DEVELOPMENT UNIT**

Manages the partnerships and joint ventures that continue to be central to our strategy and creates new business opportunities for the company. Through our collaboration with governmental and commercial partners, we leverage both the capital and technical expertise to realise the potential of our asset base.

### **CORPORATE FUNCTIONS**

Backbone and supportive functions such as Finance, HR, HSE, Security, Environment), Information Technology, Supply Chain Management, Legal & Land Management, Facilities & Property Management, Corporate Communications, Internal Audit and Corporate Security.

## **BUILDING BUSINESS RESILIENCE**

### **Ethical Governance and Leadership**

**Heritage Petroleum Company Limited, in alignment with our overarching commitment to building business resilience, places a paramount emphasis on implementing robust and transparent corporate governance principles. These principles serve to fortify accountability, enhance oversight, and align our operations with the expectations of our key stakeholders.**

Our corporate governance endeavours are strategically directed towards the effective management of risks, ensuring the preservation of long-term, sustainable value for the benefit of stakeholders, employees, and the broader ecosystem in which we operate. The foundation of our governance framework is rooted in our Certificate of Incorporation, Byelaws, Board Committee Charters, Code of Conduct, Ethics and Compliance Charter, and other pertinent policies.

### **Commitment to Codes of Conduct**

We are committed to the highest ethical standards, ensuring our business and partnerships thrive responsibly. Our

foundation is built on strict adherence to a Code of Conduct, with our team, including top executives and directors pledging annual compliance. This ethical backbone, championed by our Board, permeates every aspect of our operations.

We partner with entities that mirror our ethical stance, demanding compliance with all relevant laws from our suppliers and contractors. Our Board-endorsed Code of Conduct navigates us through potential ethical pitfalls, including bribery, fairness, discrimination and conflicts of interest. All employees, especially those in external roles, undergo Anti-Bribery and Corruption Training, reinforcing our commitment to integrity.

Directors, Officers and Employees must annually confirm their interests align with Heritage's, ensuring a conflict-free environment. Our comprehensive approach to ethics, detailed in our Code of Conduct, specifies actions against violations, underscoring our unwavering commitment to ethical business practices.

### **Role of the Board of Directors**

At the forefront of our governance structure, the Board of Directors assumes a pivotal role in guiding our strategic and business planning processes. It diligently monitors corporate performance, evaluates

the integrity and effectiveness of internal controls, legal procedures, ethics, and compliance programmes. Beyond these fundamental responsibilities, the Board actively establishes and sustains the most effective leadership structure for the company while overseeing the Executive Leadership Team.

The roles of the Chairman of the Board and the Chief Executive Officer are separate, with the Chairman's role being filled by a state appointed director. This structure affords independent Board leadership while allowing the Chief Executive Officer to focus on the company's business and operations. Nevertheless, the Board also believes it is both appropriate and strategic to retain discretion and flexibility to occasionally alter its structure to ensure optimal leadership of the company.

A key aspect of our governance practice involves regular reviews of the skills and experience necessary for overseeing the interests of the company and its stakeholders. The Board is confident that our directors and executive officers possess the requisite mix of expertise, experience, skills, qualifications, and attributes needed to effectively lead Heritage Petroleum Company Limited in navigating challenges and seizing opportunities for sustained resilience and success.



All members are non-executive & independent and generally have a two (2)-year tenure that is renewable by Corporation Sole under the Ministry of Finance. Under the State Enterprises Performance Monitoring Manual, Board members have an annual performance appraisal report.

### **Board Composition**

Our Board and its five sub-committees provide guidance and oversight for the Company. Each committee has adopted formal charters that describe in detail their purpose, organizational structure, and key responsibilities. (See pages 46-50 for details)

### **Creating a Safe Place to Work**

Heritage is committed to fostering a safe and secure work environment, seamlessly integrating our Health and Safety Management System into our Operating Management System (OMS), known as the Health Safety Security and Environment (HSE) OMS. This integrated approach permeates all Business Units, embedding HSE into every facet of our operations.

To ensure compliance and continuous improvement, HSE requirements were meticulously identified against the Heritage OMS Framework, resulting in the development of an HSE Manual. This

manual serves as a comprehensive guide, outlining minimum compliance standards, promoting ongoing improvement through performance measurement, and preventing work-related incidents, injuries, and environmental damage.

Our HSE policies, procedures, and guidelines, aligned to Trinidad and Tobago's 'Safe to Work' i.e. STOW-TT HSE Requirements, and the OSH (Occupational Safety and Health) Act of Trinidad and Tobago, are tailored to each corresponding OMS element. Implementation is overseen by dedicated HSE teams, each specializing in core competencies such as Occupational Health, Crisis Management, Environmental & Regulatory Compliance, among others. Implementation Plans, with key milestones, are actively progressing across Heritage.





The HSE Leader, supported by HSE Managers and Advisors, holds accountability for the overall HSE OMS. Five core areas—Environmental & Regulatory Compliance, Occupational Health, Crisis Management & Emergency Response, Control of Work, and Operational Safety—are diligently managed. HSE Advisors ensure widespread awareness and adherence to HSE requirements while supporting OMS implementation.

Two vital HSE Committees contribute significantly to our safety management efforts: the HSE Steering Committee and the HSE Sub-committee. Comprising both management and non-management employees, these committees provide a collaborative platform for recommendations, consultation, and feedback. Quarterly meetings and a 'bottom-up' feedback loop enhance the impact and effectiveness of our HSE policies, procedures, and programmes. These committees actively participate in investigations, inspections, and take measures to address potential safety risks. Our commitment to a secure workplace is ingrained in these collaborative efforts, promoting a culture of safety, health and environmental well-being.

We enjoy active memberships with prestigious organizations, each contributing uniquely to our operational excellence. Membership in OSRL (Oil Spill Response Limited) ensures access to Tier III Oil Spill Response Services, fortifying our preparedness and response capabilities for oil spill incidents. With DTN, we receive comprehensive weather reports, critical for operational planning and safety. The Trinidad and Tobago Emergency Mutual Aid Scheme (TTEMAS) facilitates a network of support and resources during emergency situations, enhancing our resilience. The American Chamber of Commerce of Trinidad & Tobago (AMCHAM T&T) connects us with business leaders and policymakers, fostering a platform for advocacy and partnership. Lastly, the Association of Upstream Operators of Trinidad and Tobago (AUOTT) offers a collaborative space to address industry challenges and share best practices. Collectively, these memberships provide Heritage with unparalleled resources, expertise, and networks, reinforcing our commitment to safety, sustainability, and industry leadership.

#### **CURRENT ACTIVE MEMBERSHIPS THROUGH HSE TEAM:**

- **OSRL (Oil Spill Response Limited) provision of Tier III Oil Spill Response Services**
- **DTN Weather reports**
- **TTEMAS - Trinidad and Tobago Emergency Mutual Aid Scheme**
- **AMCHAM T&T - The American Chamber of Commerce of Trinidad & Tobago**
- **AUOTT - Association of Upstream Operators of Trinidad and Tobago**

#### **Occupational Health and Wellbeing**

Heritage is dedicated to ensuring the well-being of our team as a fundamental aspect of our resilience and cultural evolution. Our robust Health Management System (HMS), integral to our Operational Management System (OMS), is not just an obligation but a commitment to fortify our organizational culture and prioritize the health, productivity, and overall wellness of each individual.

Our paramount objective is to proactively prevent harm and meticulously oversee the health of our employees, contractors, visitors, and neighbouring communities. Through comprehensive identification, assessment, evaluation, and control of health and occupational hygiene risks, we strive to create a workplace that thrives on a holistic commitment to health and well-being.

**OUR BESPOKE WELLNESS PROGRAMMES INCLUDE:**

- Tai Chi
- Pulse Oximeter Care Packages
- Flu Shots
- Lunch & Learns on: Diabetes, Alcoholism, Weight Management,

In the last operating cycle, our Occupational Health Team continued the rollout of our Health Data Management System, refining our HMS through self-verifications and checks to ensure optimal performance of health and industrial hygiene protocols.

We implement a range of occupational and hygiene procedures, guided by scientific insights and professional judgment, to

anticipate, recognize, evaluate, and control exposure to occupational hygiene hazards. This not only prioritizes workforce safety but also fosters a workplace culture centred on holistic health.

Our enterprise risk framework identifies and manages occupational health and safety impacts linked to business relationships. Health risks are comprehensively assessed, and control measures are implemented, reducing overall risk to the organization. The HSE Risk Register captures organizational health risks and their respective controls.

Occupational Health and Safety Training is ongoing at Heritage, delivered through induction sessions, contractor forums, and scheduled training on health and occupational hygiene programmes. In 2022/2023, we conducted various training sessions, including Office Ergonomics, Chemical Management, Manual Handling, and Fatigue Management, enhancing worker knowledge to recognize and control health risks.

Voluntary health programmes, based on medical plan usage, global trends, employee feedback, and global health observances, are communicated companywide. Our Wellness initiatives, including aerobics programmes, fresh fruit bowl distribution, and educational sessions on health themes, aim to improve physical and mental health, encouraging positive health behaviours.

Our Occupational Health Team actively engages in self-verification processes, developing and peer-reviewing health and industrial hygiene procedures. They drive improvement through initiatives like benzene exposure assessments and extensive industrial hygiene monitoring studies to identify and implement opportunities for enhancement.

With a certified in-house Occupational Health team, a Medical and Wellness station in Santa Flora, and insured health coverage, Heritage prioritizes employee well-being. Educational health sessions, flu shot programmes, aerobics programmes, and mental health support through free EAP services reflect our commitment to creating a safe, healthy and productive workspace.

**OCCUPATION AND HYGIENE PROCEDURES:**

- Chemical Management
- Fit to Work & OGUK Medicals
- Benzene Management
- Hearing Conservation
- Manual Handling
- Ergonomics
- Fatigue Management
- No Smoking Policy
- Dangerous Animals Encounters
- Drugs & Alcohol



## DELIVERING SOLUTIONS WITH IMPACT

### Protecting the Environment





## Embedding HSE and OMS

**Embedding Health, Safety, and Environmental (HSE) considerations into the core of our company's operations is not just a commitment, it's becoming a way of life for us, embodying our dedication to sustainable business practices.**

The integration of Operational Management System (OMS) into our company's DNA demanded unwavering focus, especially within our operational teams. From launching a comprehensive process safety manual and control of work Programme to meticulously calculating greenhouse gas emissions, orchestrating bioremediation clean-ups, conducting enterprise risk management assessments, ensuring occupational health, managing contractors, and fine-tuning crisis response protocols—this has been another challenging but transformative year of progress.

Integrated HSE practices play a pivotal role in averting incidents that might pose harm to the environment. Whether it's optimizing waste management or championing responsible processes, we take responsibility for the impact that our operations have on the environment. This isn't just about risk mitigation, it's a tangible demonstration of our steadfast commitment to environmental stewardship.

Our safety culture steering committee is at the forefront of championing our transformation agenda, empowering safety culture ambassadors to act as influential champions and coaches across our business units and contracting companies. In this reporting cycle, we marked a milestone with a contractor engagement session involving executive management from our top-tier contracting companies. For the first time, we delved deep into the intricacies of our safety agenda—covering Awareness, Hazard Identification, Accidents and Near Misses, Risk Control, and Control of Work.

Additionally, our commitment to building crisis management capabilities remains unwavering. Our Business Support Team (BST) and Incident Management Team (IMT) Roster, featuring employee participation and rotations on a fortnightly basis, underscore our dedication to ensuring a resilient and responsive approach across the organization.



The following table show our HSE performance metrics over the past 3 reporting cycles:

**HSE Performance Metrics (3 years 2020 to 2023):**

FOCUS AREA	LEADING INDICATORS	UNIT OF MEASUREMENT	2020-2021	2021-2022	2022-2023
HSSE Leadership	Management Visits & Leadership Site Field Assessments	NUM	104	190	453
Employee Participation	Near Misses	NUM	11	30	104
	Employee Interventions (Behavior Based Safety Observations)	NUM	564	3873	10930
Control of Work	Self Verifications	NUM	709	3627	8578
Contractor Management	Monthly Contractor HSSE Meetings	NUM	68	86	195
FOCUS AREA	LAGGING INDICATORS	UNIT OF MEASUREMENT	2020-2021	2021-2022	2022-2023
"Health and Safety* (Employees)"	OSHA Recordables - Restricted Work Case	NUM	0	0	1
	OSHA Recordables - Medical Treatment	NUM	0	0	0
	OSHA Recordables - Work-related Fatalities	NUM	0	0	0
	OSHA Recordables - Lost Time Incident Frequency Rate (incidents per 200,000 work-hours)	Rate	0	0	0
	OSHA Recordables - Lost Time Injuries	NUM	0	0	0
	First Aid Cases	NUM	4	2	1
"Health and Safety* (Contractors)"	OSHA Recordables - Restricted Work Case	NUM	0	10	9
	OSHA Recordables - Medical Treatment	NUM	3	1	8
	OSHA Recordables - Work-related Fatalities	NUM	0	0	0
	OSHA Recordables - Lost Time Incident Frequency Rate (incidents per 200,000 work-hours)	Rate	0.05	0.11	0.21
	OSHA Recordables - Lost Time Injuries	NUM	1	2	4
	First Aid Cases	NUM	6	17	24



## Greenhouse Gas Emissions (GHG) Reporting

We align our efforts to support our nation’s National Determined Contributions of 15% with an internal methane reduction target of 30%. Our commitment unfolds through the meticulous annual Greenhouse Gas (GHG) Emission Inventory and Reporting, now in its fourth year. This initiative is not just a regulatory fulfilment; it’s a testament to our dedication to environmental stewardship and transparency.

### GHG Emissions Inventory: Scope and Sources

Understanding our impact starts with breaking down emissions by scopes. Scope 1 emissions are direct emissions from sources we control, such as the combustion of natural gas and diesel. Scope 2 covers indirect emissions from the electricity we purchase. Lastly, Scope 3 encompasses other indirect emissions, like those from employee commutes and the production of purchased goods. This year we have included data on Business Travel, Waste Water, Employee Commute and Purchase of Goods and Services as part of our scope 3 emissions.

In our quest to accurately capture our carbon footprint, we’ve categorized numerous emission sources, from stationary and mobile combustion to purchased

electricity. This systematic approach helps us pinpoint where we can make the most significant environmental contributions.

#### *Emissions sources included in Heritage’s GHG Emissions Inventory.*

SCOPE	EMISSION CATEGORY	EMISSION SOURCE	EMISSION COMPONENT		
Scope 1	Combustion	Stationary	Natural gas compressors		
			Natural gas generators		
			Natural gas pumps		
			Natural gas steam generator		
			Diesel compressor		
			Diesel generators		
			Diesel pumps		
		Mobile	Vehicles fleet (diesel and gasoline)		
			Security (diesel)		
			Vessel (Offshore)		
			Trucks (Land Operations)		
			Fluorinated gases		
			Fugitive emissions		
	Vented emissions				
Scope 2	Purchased electricity		Power consumption		
Scope 3	Wastewater treatment				
	Employee commute (diesel, gasoline, compressed natural gas (CNG), hybrid vehicles)				
	Purchase of goods and services				
	Business Travel				

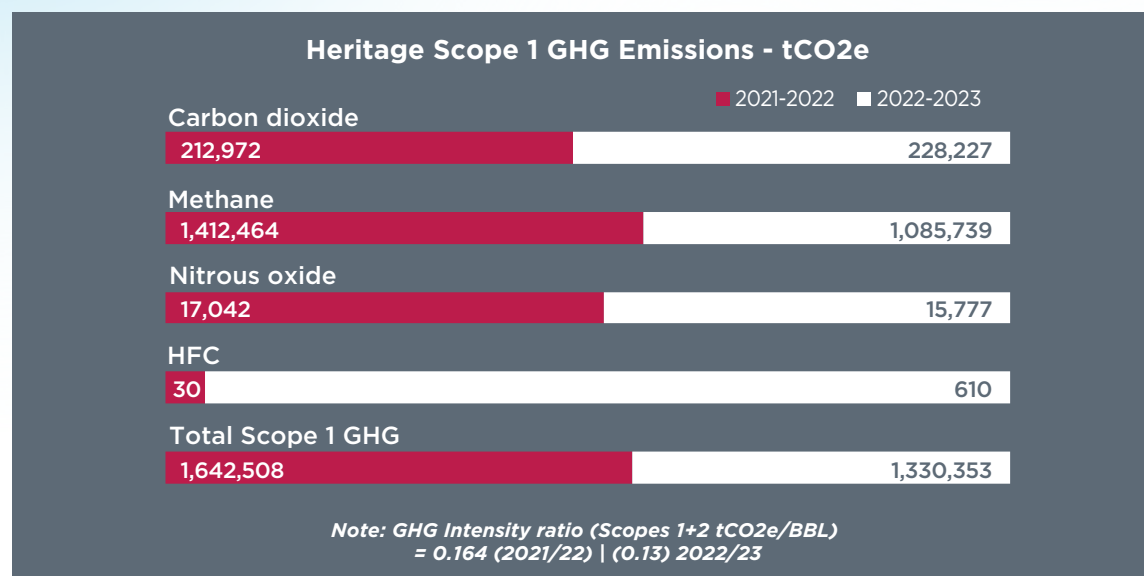
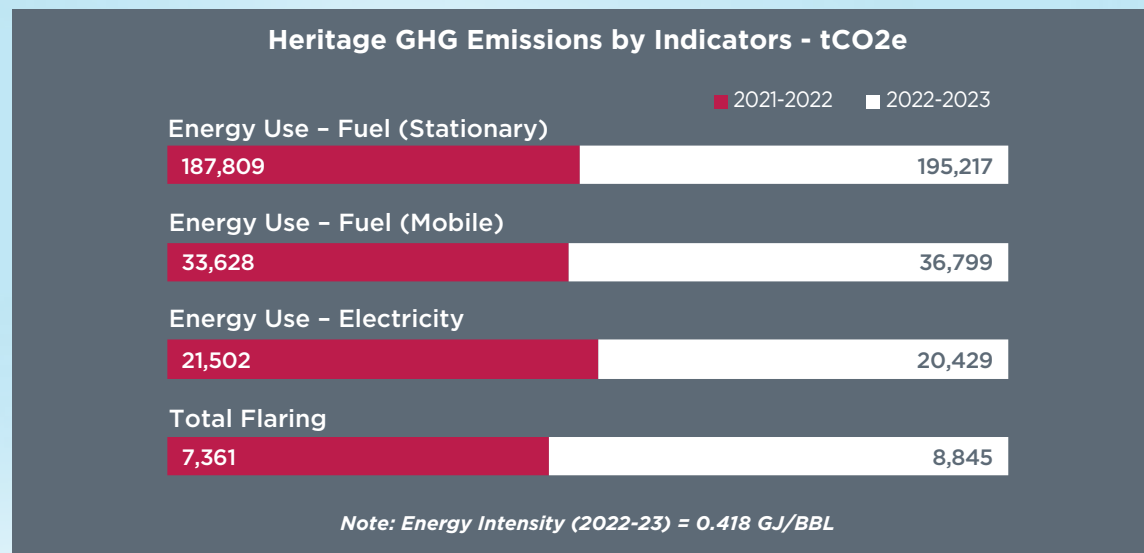
## Methodology Enhancements

To refine our emissions tracking, we've evolved our GHG calculator tool, broadening its scope to include direct measurements. This innovation has not only sharpened our accuracy but also underscored our commitment to best practices in environmental reporting. Recognizing the limitations of the gas-to-oil ratio (GOR) methodology, we transitioned to direct venting measurements. This pivotal change was supported by a comprehensive vented emission survey across our operations, leading to a more truthful depiction of our carbon footprint.

The direct measurement approach has illuminated our GHG narrative, revealing a 70% change in reported emissions (scopes 1, 2, & 3) when compared to previous methodologies. This leap forward in our reporting accuracy is a testament to our innovative spirit and dedication to environmental accountability.

Methane, a potent greenhouse gas, was previously overestimated in our reports. Our latest methodology provides a clearer picture, attributing 84% of our total operational emissions to methane. With a GWP20 (global warming potential over 20 years) of 86x this insight is crucial, as methane's impact on climate change is significantly more potent than CO<sub>2</sub> over the short term.

The graphs below summarize the GHG indicators for Heritage for 2022 and 2023 utilizing direct vented and fugitive emissions data.





Carbon dioxide, while less impactful per molecule than methane, still accounts for 14% of our overall operational emissions. Our efforts to mitigate CO<sub>2</sub> emissions are ongoing, with our offshore operations playing a critical role in these endeavours.

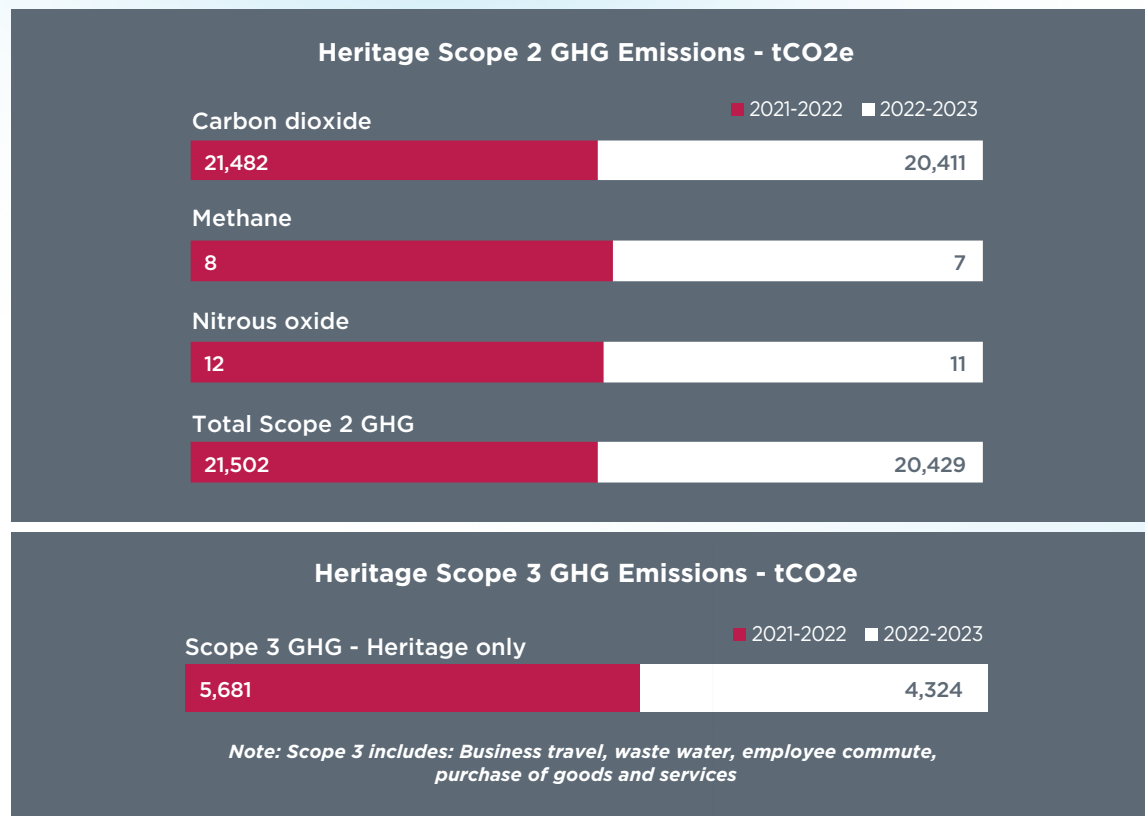
Last year, reported emissions from both our Land and Offshore Business Units changed by 250,378 tCO<sub>2</sub>e and 66,608

tCO<sub>2</sub>e, respectively. These lower reported emissions were as a result of more accurate gas composition analyses in offshore operations and vented gas assessments in land operations.

The revised gas composition revealed lower methane (CH<sub>4</sub>) levels than previously estimated, as a result of our improved methodology. While CO<sub>2</sub> emissions initially

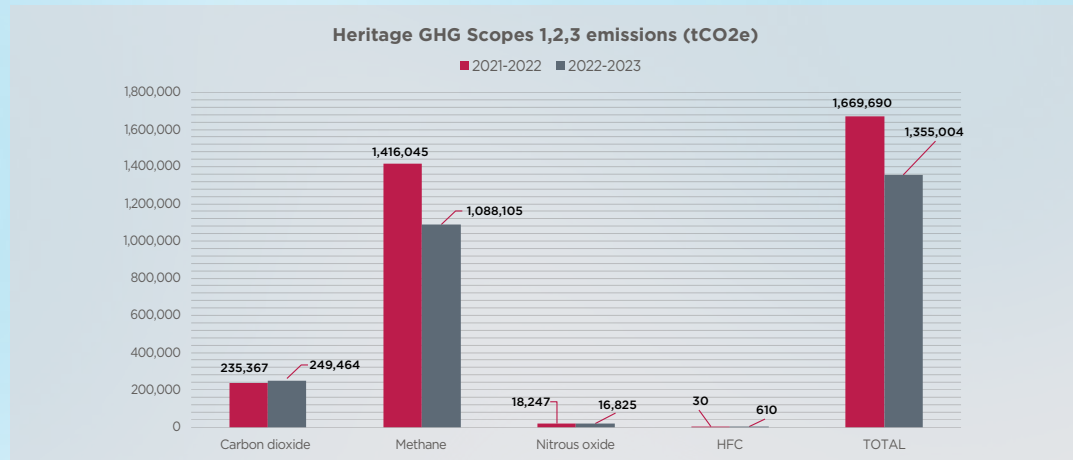
rose due to higher CO<sub>2</sub> content in the new gas analysis, the overall reported emissions were less due to methane's significantly higher impact on global warming compared to CO<sub>2</sub>.

We use three key business approaches: our own operations, Joint Ventures (JVs), and Alliances and Contracts. We measure our carbon footprint using two methods: the equity shares approach and the operational control approach. This dual methodology assigns proportional GHG emissions to our Heritage activities and investments in JVs, Alliances, and Contracts, based on our equity stake and where we have operational control. It is useful to note at this point, that while a significant portion of GHGs is in Scope 3 combustion of downstream products, our commercial processes end at the point of cargo entry into the ship, i.e., the flange. Therefore Downstream Scope 3 is omitted from our reporting.

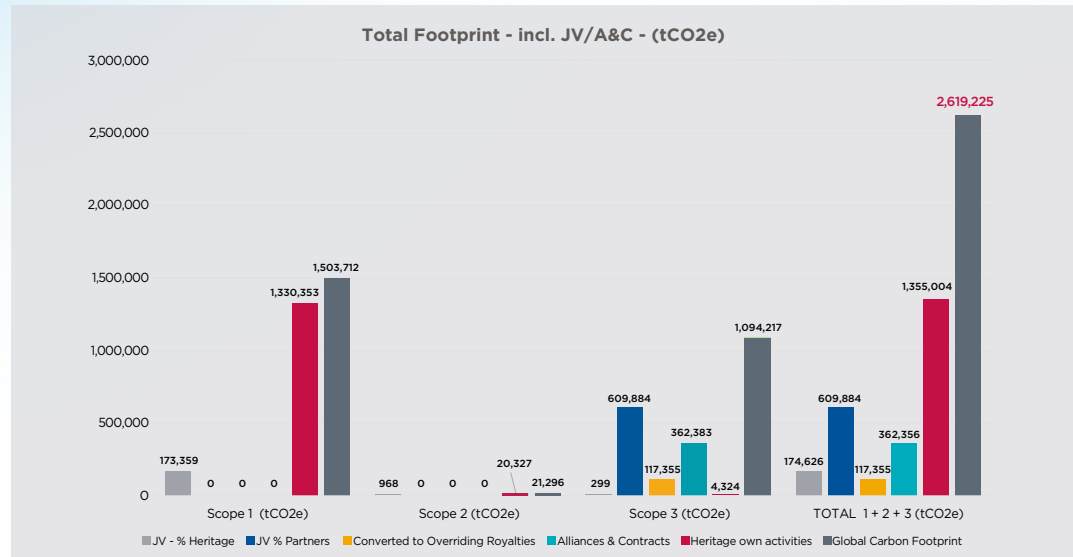




The table below highlights the total GHG gases emitted by Heritage for scopes 1, 2 and 3.



Our total carbon footprint for the fiscal year 2022-2023 was calculated to be 2,619,225 tCO<sub>2</sub>e.





## LEVERAGING TECHNOLOGY IN GHG EMISSIONS



● **FLIR GFX 320**  
*Optical Gas Imaging (OGI) Infrared Camera*

● **QL 320**  
*Emission Quantification Tablet (uses GFX 320 footage).*



**FC 37 Survey Performed of 06/07/2022**  
**Quantified Emissions: 0.438 mmscf/day**



**GP1 Survey Performed of 08/07/2022**  
**Quantified Emissions: 2.078 mmscf/day**

For the past few years we have been conducting Quantitative Optical Gas Imaging (QOGI) surveys to accurately measure our emissions of greenhouse gases, with a particular focus on methane. We achieved this using cutting edge technology and coupled with our bespoke GHG Calculator (designed in house by our team), we have increased accuracy considerably.

### **Advancing Decarbonization: A Strategic Overview**

At the heart of our environmental stewardship lies a dedicated pursuit of operational decarbonization. Over the fiscal years 2022 to 2023, our team has championed significant projects aimed at reducing our carbon footprint and enhancing sustainability.

### **Carbon Capture and Enhanced Oil Recovery**

Our ambitious Carbon Dioxide Enhanced Oil Recovery (EOR) project is a significant component of our strategy and a part of the national CCUS/EOR agenda - with Heritage playing a key role as a member of the National CCUS/EOR Steering Committee. By developing a robust database, now complete and awaiting the scale-up of reservoir modelling, we are laying the groundwork for future success.

While we anticipate the commencement of an Engineering Study in FY 2024, the past year has seen us conduct a successful Opportunity Framing Workshop and finalize a comprehensive subsurface study, signalling our proactive approach to environmental innovation.

### **Vapor Recovery and Methane Emission Reduction**

Our vapor recovery initiatives highlight our multi-faceted approach to emission control. We are currently exploring technology-driven options to capture and utilize vented methane emissions through the NGC-Heritage Onshore Gas Initiative. With the tender process underway and an Engineering Assessment in progress at Gathering Station FC 37, we are making strides toward methane emission reductions—as demonstrated by the recommissioning of the GP1 Flare, which curbed emissions by approximately 22%.

### **Mitigating Risks and Planning for the Future**

We recognize, however, that progress is not without its challenges. The procurement of necessary compressor documentation and the efficiency of our contract execution process are areas we are actively monitoring to avoid delays. Our financial vigilance ensures that these endeavours are supported by prudent budget management.

Some visions must be deferred to ensure excellence in our execution. The Bio-Remediation Site Design & Build, alongside the study of alternative energy sources to reduce Scope 2 emissions, will now feature in our FY 2025 plans. This strategic deferment allows us to concentrate our resources and expertise on immediate decarbonization efforts while not losing sight of the long-term sustainability goals. Our journey toward decarbonization is marked by dynamic initiatives, strategic partnerships and an unwavering commitment to environmental responsibility. It is important to note that for hydrocarbon basins like Trinidad and Tobago, the oil and gas sector plays a critical role in enabling the building of infrastructure and supporting an energy transition. But it is not an easy journey as there is still considerable dependency on the sector as an economic enabler. However that being said, we are committed to a more sustainable future, actively contributing to it, project by project, innovation by innovation.

### **Asset Integrity Management - a continued focus**

Across our business we remain dedicated to getting asset integrity management right - not an easy feat for a company operating in a 'brown field' environment - but we are making progress, with some

significant accomplishments and valuable lessons learned. Here are some examples of what we are doing within our business units to help address a holistic way of managing the integrity of our assets - from risk inspections to equipment overhauls and platform upgrades.

### **Land Business Unit: Sustaining the Heritage Legacy**

In our Land Business Unit, we've honed our focus on maintaining the integrity of our assets through comprehensive safety protocols and enhanced operational efficiencies. The past year witnessed a significant uptick in safety awareness across the board, showcased by our increased number and quality of drills and safety meetings. We didn't just stop at prevention; we initiated a rigorous inspection and risk-ranking of our assets, from tanks to flowlines, ensuring every piece of equipment operates within the highest safety margins. Additionally, the implementation of the Computerized Maintenance Management System (CMMS) marks a pivotal step towards bolstering our operational integrity and reliability.



### **LBU'S ACCOMPLISHMENTS:**

- Enhanced safety culture demonstrated through increased drills, BBS submissions and internal inspections.
- Comprehensive inspection and risk-ranking of tanks and flowlines, ensuring equipment reliability.
- Implementation of CMMS, streamlining operations and maintenance activities.
- Improved drilling efficiency, particularly in challenging geological conditions.
- Prioritization of well servicing based on incremental volume to maximize production.

### **LESSONS LEARNED:**

- The importance of collaboration and visibility in improving safety performance.
- Need for continuous risk profiling, especially with HWO candidates, to mitigate operational and subsurface risks.
- The necessity to revise and establish KPIs for ongoing performance improvement.
- Updating key dashboards and data collection methodologies is crucial for accurate wells data monitoring.

## **Midstream: A Conduit of Trust and Efficiency**

The Midstream Business Unit is at the heart of our operations, bridging the gap between production and the market. Over the past year, we've completed essential fabric maintenance works and tank refurbishments, alongside installing new diesel-driven trunk pumps to enhance operational reliability. Our commitment to asset integrity extends to our pipeline networks, where we've embarked on substantial upgrades and introduced automation for improved safety and efficiency. These endeavors not only mitigate risks but also ensure the seamless and safe transport of our products, underscoring our commitment to operational excellence.



### **MBU'S ACCOMPLISHMENTS:**

- Successful completion of fabric maintenance works and tank refurbishments.
- Significant upgrades to pipeline infrastructure and introduction of automation.
- Installation of new operational equipment, enhancing efficiency and safety.
- Conducted Hazard Identification Awareness Sessions and developed a comprehensive Audit Framework for contractors.

### **LESSONS LEARNED:**

- The critical role of continuous engagement and partnership with contractors in achieving safety and compliance goals.
- The value of sharing lessons learned through Toolbox Talks and implementing these learnings through Supervisory Visits.
- Importance of compliance with isolation procedures and the sharing of lessons learned to prevent future incidents.

## Offshore: Navigating Towards a Safer Horizon

Our Offshore Business Unit stands as a testament to our dedication to asset integrity and safety. We've successfully completed major equipment overhauls and platform upgrades, reinforcing our commitment to operational resilience. The completion of the CP4 and PL15 outages and the initiation of the Well Surveillance Programme are significant milestones that highlight our proactive approach to maintaining asset integrity. Through these initiatives, we've not only optimized our production capabilities but also safeguarded our personnel and the environment, setting new benchmarks for safety and efficiency in offshore operations.

### OBU'S ACCOMPLISHMENTS:

- Successful completion of major equipment overhauls and platform upgrades.
- Initiation and progression of the Well Surveillance programme for enhanced monitoring.
- Implementation of Chemical Optimization Programme for cost efficiency.
- Formal hand impact protection policy and robust fatigue management plan established.

### LESSONS LEARNED:

- The need for a formal hand impact protection policy to address safety concerns.
- Importance of a robust fatigue management plan for managing long-duration activities safely.
- Effective implementation of safety enhancements requires continuous review and adaptation of strategies.

## Engineering Authority: Embedding Technical Rigour and Resilience

Develops our engineering technical practices, supporting and enabling standardization of processes delivers effective integrity management strategies for the business units. One of the areas being addressed by this team is the commencement of an engineering study in the coming fiscal year where we aim to align all our effluent discharge facilities with the national Water Pollution Rules. This, paired with the establishment of a water/process water effluent discharge system, represents our proactive efforts to safeguard water quality.

### Spill Management

Guayaguayare spill and lessons learned: A significant oil leak occurred in Guayaguayare in a buried section of the Trunk Oil Pipeline, with oil spotted in nearby waterways – potentially affecting local water, land, wildlife and neighbouring communities. Upon discovering the spill on February 11th, our crisis management teams implemented emergency measures to mitigate environmental impact. Containment booms were promptly deployed, preventing further hydrocarbon dissemination into the marine ecosystem and clean-up crews were mobilized to manage the affected areas. Over 13000





barrels of oily water were recovered, with the majority being water, underscoring the efficiency of the response despite misleading portrayals in the media (see section in biodiversity clean-up for further details).

Investigations revealed that the pipeline had severe wear and tear due to its age, mainly due to inadequate protective coatings and insufficient corrosion protection measures. Additionally, buried pipeline sections were not electrically isolated from exposed above-ground sections, contributing to the damage.

From this incident, several key lessons were learned: reducing the pressure inside the pipeline to safer levels based on the condition of the pipeline's walls, conducting more thorough and regular inspections, and repairing or replacing worn areas are crucial. Enhancements to the maintenance of protective systems, such as better corrosion protection and isolation between different sections of the pipeline, are necessary to ensure the pipeline's integrity and prevent similar incidents in the future. These are some areas that our Asset Integrity Management system will seek to diagnose and improve going forward.

### Looking Ahead

As we forge ahead, we remain resolute in our commitment to an unwavering

focus on asset integrity across all facets of our operations. Through continuous improvement, stringent safety protocols and embracing technological advancements, we are not just addressing the challenges of today but are paving the way for a sustainable future. Our Asset Integrity Management Programme is more than just a set of initiatives; it's a reflection of our dedication to safeguarding our heritage, protecting our environment and ensuring the safety and well-being of our communities and employees

### Biodiversity and Waste Management

In the quest for a greener tomorrow, waste management stands as a pivotal challenge, especially in the oil and gas sector where the stakes are inherently high. It's a balancing act of environmental guardianship, ensuring the wellbeing of our planet while maintaining industrial progress. We at Heritage have risen to this challenge, fervently expanding our waste management practices over the last year to align with Trinidad and Tobago's Waste Management Rules (2021), a testament to our commitment to sustainability.

### Our Methodology's Cornerstones:

1. In-depth Analysis: We meticulously identify, classify, and scrutinize waste streams to fully understand their composition and impact.

2. Efficient Handling: Our streamlined processes for collection, segregation, and transportation pave the way for responsible disposal of waste.
3. Transparent Tracking: Rigorous documentation, coupled with proactive monitoring and auditing, ensures accountability and continuous improvement.
4. Preparedness and Reporting: We maintain an ever-ready stance for emergency response, understanding that incident reporting is crucial for risk mitigation.

### A FEW KEY ACHIEVEMENTS:

- **Los Bajos Clean-Up:** A remarkable 8,108 cubic metres of solid waste was extracted from the Los Bajos and Los Bajos Central bioremediation sites, subsequently undergoing treatment at Environmental and Remedial Treatment for Hydrocarbons (EARTH)—a stride towards remediation and recovery.
- **Pilot Recycling Initiative:** Our Port-of-Spain office is now a showcase of recycling in action, with the adoption of two dedicated internal recycling bins and a pioneering solar compactor.

Last year marked a significant milestone with the launch of our Internal Waste Inventory, now deployed across various business units. This tool is a leap forward in centralizing waste data, facilitating a clear view of the waste we generate and its properties. The upcoming fiscal year brings with it the goal to overcome data access hurdles, aiming for seamless updates to this crucial repository.

In tandem, we've refined our Waste Manifest form, tailoring it to the stringent specifications of the Environmental Management Authority's latest regulations.

Heritage's story of waste management is not just about compliance; it's about the audacious steps and innovative

solutions we're implementing to ensure our operations leave a lighter footprint on the Earth's canvas. We're not just managing waste; we're nurturing an environment where future generations can thrive.

### **Protecting biodiversity in clean ups**

In the face of the Guayaguayare oil spill, Heritage's action underscored a steadfast commitment not only to immediate containment and clean-up but also to the overarching ethos enshrined in our 'Heritage Biodiversity and Ecosystem Management Procedure.' This procedure serves as our guiding framework, crafted to preserve the delicate tapestry of life that thrives within our operational realms and to address our operations' ripple effects on the surrounding environment.

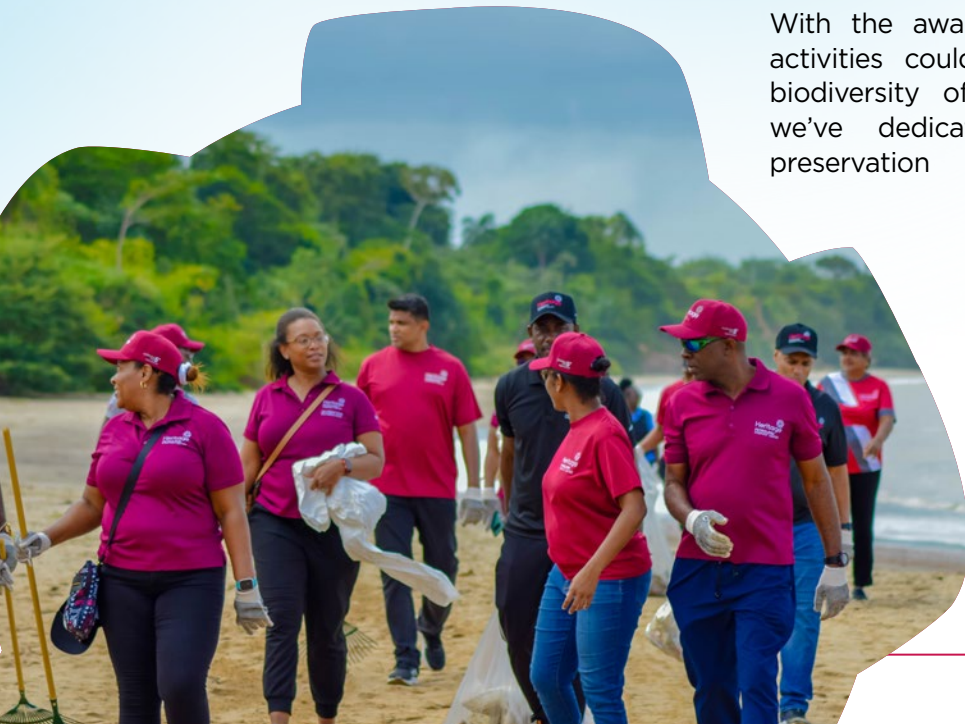
With the awareness that our industrial activities could pose risks to the rich biodiversity of the areas we steward, we've dedicated ourselves to their preservation through a meticulous

combination of procedure adherence, system implementation, and regulatory compliance. It is our belief that the safeguarding of ecosystems is not a one-off effort but a continuous commitment that spans the entire life cycle of our operational activities, from inception through to conclusion.

During and after the oil spill, our team came together swiftly with our local community and environmental experts, for an extensive wildlife assessment. Remarkably, amid the unfortunate event, the resilience of nature was evident. A large number of snakes were observed and the majority appeared unscathed, showcasing nature's robustness. Even more encouraging was the sight of numerous birds, iguanas, agoutis and a porcupine, who all remained unaffected by the incident—a testament to the adaptability and resilience of wildlife.

The turtles, a beloved part of the local ecosystem, while impacted, still had many that survived, reflecting the ability to recover and ensuring the continuity of their species. Caimans, despite facing challenges, had a majority that emerged unharmed, suggesting the effectiveness of rapid response efforts.

This event has brought the Heritage team and our neighbouring community closer, sparking a collective effort to protect and





rehabilitate affected wildlife. With proactive measures in place, including ongoing care and environmental restoration, there's a sense of positivity and optimism. The incident has also emphasized the importance of environmental stewardship and a shared belief that through community resilience, vigilance, and ongoing conservation efforts, the local wildlife can not only recover but also thrive in the future.

Our comprehensive waste management strategy, aligned with the highest standards of environmental best practices, saw contaminated materials being transported to approved bioremediation sites. There, natural processes were harnessed to break down the hydrocarbons, facilitating a restoration of the land back to its natural state.

Engaging with local stakeholders, we've worked to not just repair but revitalize, ensuring that post-cleanup monitoring and remediation efforts were in concert with community needs and ecological requirements. Our proactive, comprehensive response to the Guayaguayare oil spill encapsulates our dedication to environmental protection, reflecting our unwavering resolve to uphold our ESG commitments for the welfare of both nature and society.





## BUILDING COMMUNITY CAPACITY







**Investing in Health and Safety:** Amidst challenges, including health impacts from hydrocarbon exposure, we demonstrated an unwavering commitment to community well-being. Our prompt responses to health impacts from hydrocarbon exposure, offering comprehensive medical surveillance and external medical reviews demonstrated our proactive health-first approach, ensuring community members received necessary care and support. This initiative, grounded in ensuring the safety and health of neighbouring communities, exemplifies our dedication to nurturing a healthy environment as the foundation of community capacity.

**Strengthening Community Infrastructure:** The significant investment in crucial infrastructure projects like the Palo Seco

Velodrome, enhancing community spaces for social and recreational activities. Initiatives like these engage local service providers, fostering community pride and belonging through improved local facilities and services.

**Developing skills and capabilities:** Our approach to community development is rooted in action and results. The Fenceline (Neighbouring) Community Contractors Development Programme serves as an incubator, earmarking up to \$3 million in contracts to nurture small businesses, enhance safety standards, and promote certification. Our hands-on Here We Grow Agriculture Training Programme equips local residents with the skills for home and commercial gardening, enhancing self-sufficiency and economic opportunity.

<b>HERO SCHOLARSHIPS</b>	Awarded to four top-performing primary school students in Palo Seco and Santa Flora
<b>HERE WE GROW PROGRAMME</b>	Distributed 20,000 seedlings to the public and schools in Point Fortin and Palo Seco communities.

In the digital realm, the Heritage Information Technology Training (HITT) Programme offers ICT education across generations, facilitated by our investment in technology and expert tutors. Meanwhile, the HERO scholarship initiative is transforming educational pathways for students, providing \$100,000 scholarships to exceptional pupils and expanding to include leadership, stress management, and communication training.

Our partnership with the Ministry of Youth

Development and National Service is laying the groundwork for a specialized apprenticeship and training Programme, targeting the oil and gas sector at our Santa Flora industrial complex. This initiative is set to equip future industry professionals with hands-on experience and in-demand skills.

At Heritage, we don't just aspire to make a difference—we deliver practical solutions and opportunities that foster real growth and enduring skills within our communities.

We have also made improvements in how we manage grievances using a robust technology tool for tracking and managing them and enabling us to enhance our responsiveness and transparency in having them resolved. We also place a critical focus on environmental grievances (for example with spills), land boundary disputes and lease/purchase requests, with processes in place for assessment, resolution, and compensation.

*The following table provides a summary of our key programmes and activities over the past year(s).*

PROGRAMME	TARGET AUDIENCE	OBJECTIVE	INVESTMENT/SUPPORT
<b>Fenceline (Neighbouring) Community Contractors Development Programme</b>	Small community contractors	Business incubation for low-risk activities; HSSE systems development; STOW certification	Up to \$3,000,000 for contract consideration
<b>Here We Grow Agriculture Training Programme</b>	Neighbouring community residents	Training in home or commercial gardening	Partnership with Ministry of Youth Development and National Service
<b>Heritage Information Technology Training (HITT) Programme</b>	Residents aged 7 to 70	ICT skills training	Hardware, WiFi installation, and tutor costs
<b>Heritage Education Resource Opportunity (HERO)</b>	Four SEA students from neighbouring communities	Scholarships for secondary to tertiary education	\$100,000 per scholarship
<b>HERO Programme Expansion</b>	HERO winners from the past three years	Leadership Empowerment and Development	One-week engagement with leadership development group BARCAM
<b>Apprenticeship and Training Programme</b>	Prospective oil and gas industry workers	Skill development for the oil and gas industry	Partnership with the ministry for Programme development at Santa Flora complex



# SUPPORTING ECONOMIC DEVELOPMENT

- 1 No poverty
- 8 Decent work and economic growth
- 9 Industry, innovation and infrastructure



**Capability development and economic impact:**

Some initiatives we invest in straddle more than one area of focus. For example, our engagement with local contractors and service providers through the Fenceline (Neighbouring) Community Contractors Development Programme, underlines a strategic approach to fostering economic development within our operational footprint – as well as building community capacity. This partnership has not only generates employment but has also spurred economic benefits for micro enterprises, highlighting the multiplier effect of such engagements. A pioneering initiative aimed at nurturing small businesses and promoting sustainable business practices, this Programme embodies a forward-thinking approach to economic empowerment. By bridging gaps and facilitating the development of robust health, safety, environment (HSE) systems and certifications, Heritage is effectively laying the groundwork for sustainable economic development, ensuring that the benefits of economic growth are accessible to all layers of the community.

More examples are the development of the Palo Seco Velodrome and the “Here We Grow” Agripreneur Training programme – which stand as testaments to the commitment to economic revitalization and

sustainable development, providing places for sporting development and seeding the future of sustainable agriculture.

**Taxes, employment and supply chain:** We play a key role in supporting our nation’s economy. As a significant source of foreign exchange and a major contributor to government tax revenues, our operations bolster the national treasury, supporting public services and infrastructure that benefit all citizens. In the last year, our tax contributions amounted to a substantial \$3.06 billion, reflecting our commitment to national prosperity.

We also continue to be a key provider of direct and indirect employment generating 1251 employee and third-party contractor jobs. By factoring in our supply chain and the extensive network of partners and vendors we work with, some 4000 jobs across the country are supported.

Our competitive compensation practices are designed to meet industry standards while aligning to the State Enterprise Performance Manual. We pride ourselves on our fair and transparent recruitment processes, steadfast in providing equal employment opportunities and upholding the principles of non-discrimination as mandated by law.

In our supply chain, integrity is paramount. Our Code of Ethics stands as a testament to our unwavering commitment to legality and ethical conduct, extending to all supplier interactions. This includes rigorous supplier vetting, performance evaluations and on-site audits to ensure the ethical treatment of workers and strict adherence to labour laws, including the prohibition of child labour.

At Heritage, we’re not just a company; we’re a dynamic contributor to our nation’s socio-economic fabric, dedicated to fostering a thriving, equitable, and sustainable economy for all.

**KEY FIGURES**

- \$2.77BN in Taxes
- 96% of total spend on goods and services with local suppliers
- c.1400 local invited vendors
- c.4000 jobs supported: employees and third-party contractors



## EMPOWERING FUTURE LEADERS



4 Quality education



8 Decent work and economic growth



We at Heritage are dedicated to unlocking the potential of young leaders, providing them with the tools, knowledge and opportunities to shape a brighter future.

Scholarships and Leadership Development: The HERO Scholarship Programme, coupled with its Leadership Empowerment and Development component, underscores Heritage's commitment to nurturing the next generation of leaders. By providing comprehensive support that spans from academic scholarships to leadership training and stress management, we are actively contributing to the empowerment of young minds, preparing them to lead with resilience and vision.

Broadening Horizons through Education and Training: Initiatives like the Heritage Information Technology Training (HITT) Programme and partnerships with the Ministry of Youth Development and National Service for agricultural and oil and gas industry training exemplify a holistic approach to empowerment. By equipping individuals with critical skills and knowledge, we are not only enhancing their employability but also encouraging innovation and leadership in key economic sectors.

We place a high priority on nurturing talent and fostering professional development at every career stage, recognizing the critical

role this plays in both individual growth and organizational success. Our investment in comprehensive training programmes, from on-the-job training to specialized mentoring initiatives, underscores our commitment to building a workforce that is not only skilled but also deeply aligned with the evolving demands of the energy sector.

Our ongoing flagship **GRADUATE TRAINEE and STUDENT MENTORING** programmes are designed to bridge the gap between academic learning and real-world application, providing young professionals with the hands-on experience and practical skills necessary to enhance their employability and thrive in competitive job markets. The successful graduation of our previous cohorts of multi-disciplined young leaders exemplifies the tangible outcomes of these initiatives, marking a significant milestone in their professional journeys and contributing to the industry's future leadership.

Understanding that professional development extends beyond the early stages of one's career, we also focus on the continuous growth of our more experienced professionals. Through targeted training, personalized coaching, and engagement initiatives based on comprehensive needs assessments, we ensure that our seasoned team members remain at the forefront of industry advancements. By proactively involving them in discussions about sustainable practices, we leverage their expertise to drive innovation and improvement in our sustainability efforts, demonstrating our holistic approach to professional development and its significance in achieving long-term organizational goals.





## PEOPLE AND CULTURE

### Empowering a Culture of High Performance Through Skills Development

In this fast-paced and competitive energy sector landscape, our organization is committed to cultivating an empowered workforce, adapt at facing modern challenges. We understood that to foster a culture of continual growth and innovation, we must invest in our greatest asset: our people.

To this end, we continue to invest in multi-faceted training initiatives, aligning professional development with organizational needs. **Leadership programmes, such as 'The 5 Choices of Extraordinary Productivity' and our Leadership Development Programme,** were designed to expand our managerial capabilities and support agile thinking.

We supported industry-specific expertise in our sector with technical courses like AAPG's Deepwater Sedimentary Course and the International Maritime Organization Model Courses. Such targeted training ensures that our teams not only meet but exceed industry standards.

In a world where compliance is non-negotiable, programmes on ESG, cybersecurity and anti-money laundering strengthened our commitment to ethical practices and operational excellence. By emphasizing data analytics and IT certifications, we armed our workforce with the skills to innovate and optimize our technological footprint.

However, our approach went beyond hard skills. Our Behavioural Competency Training (BCT) programmes (or what some refer to as 'soft skills') in public speaking, emotional intelligence and team building laid the foundations for a resilient and cohesive culture, one that champions communication and emotional acuity.

Specialized workshops and symposia like SPE LACPEC and SPWLA connected our professionals with global thought leaders, seeding cross-pollination of ideas and best practices. In parallel, strategic workshops and certifications in risk and quality management ensured that our processes remained sharp and our outputs, precise.

We believe that the intersection of skills development and company culture is where true potential is realized. Our commitment to this ethos is reflected in the myriad training opportunities we have provided, fostering not just a workforce that can meet the demands of today, but one that is poised to shape the landscape of tomorrow.

### EXAMPLES OF TRAINING PROGRAMMES

- Leadership Development Training
- Employee Relations Training
- Energy Sector: AAPG Deepwater Sedimentary Course, Petroleum Measurement Training, Solar Turbine Training
- Maritime: International Maritime Organization Model Courses, Maritime Security Officer Training
- Financial: Economic Evaluation Methodology, IFRS & IFRS for SMEs, ICATT Workshops on Finance and Accounting
- Legal: International Oil and Gas Law Contracts and Negotiations, Understanding Oil and Gas Accounting
- Communication: Public Speaking & Presentation Skills, Mastering Technical Report Writing
- Emotional Intelligence: Communicating With Emotional Intelligence, Emotional Intelligence Live2Lead
- Team Building: Building a Deep Leadership Bench Conference, Bowtie XP and Incident XP Training

## PROMOTING HEALTH AND COMMUNITY SPIRIT

Our company places a high value on the health and well-being of our employees, providing comprehensive non-occupational medical services through our Employee Assistance Program (EAP) and health plan. We took proactive measures to encourage our workforce to engage with preventative care benefits, underlining our commitment to their long-term health.

In a remarkable demonstration of our culture of care and community contribution, we partnered with the South West Regional Health Authority to conduct our inaugural blood donation drive. This initiative was met with outstanding participation from our staff, collectively donating 20 pints of

blood, directly supporting the vitality of the community we serve.

Beyond healthcare, we believe in the power of unity and collective well-being. Our fun run and walk event was more than just an exercise initiative; it was a vibrant festival of camaraderie. The Occupational Health team, championing this event, also provided health check stations for on-the-spot wellness assessments, ensuring our employees stayed informed and health-conscious.

And of course, we continue to place great emphasis on how we build our internal team spirit and culture through: **Employee Recognition (our annual INSPIRE Awards), thematic Team Building Events across the year and Family and Fun Days.**

These initiatives are not mere events, but the embodiment of our dedication to nurturing a workplace where health, wellness and community engagement are at the heart of our culture.







**RESERVOIR  
AGEMENT OFFSHORE  
SURFACE BUSINESS UNIT**

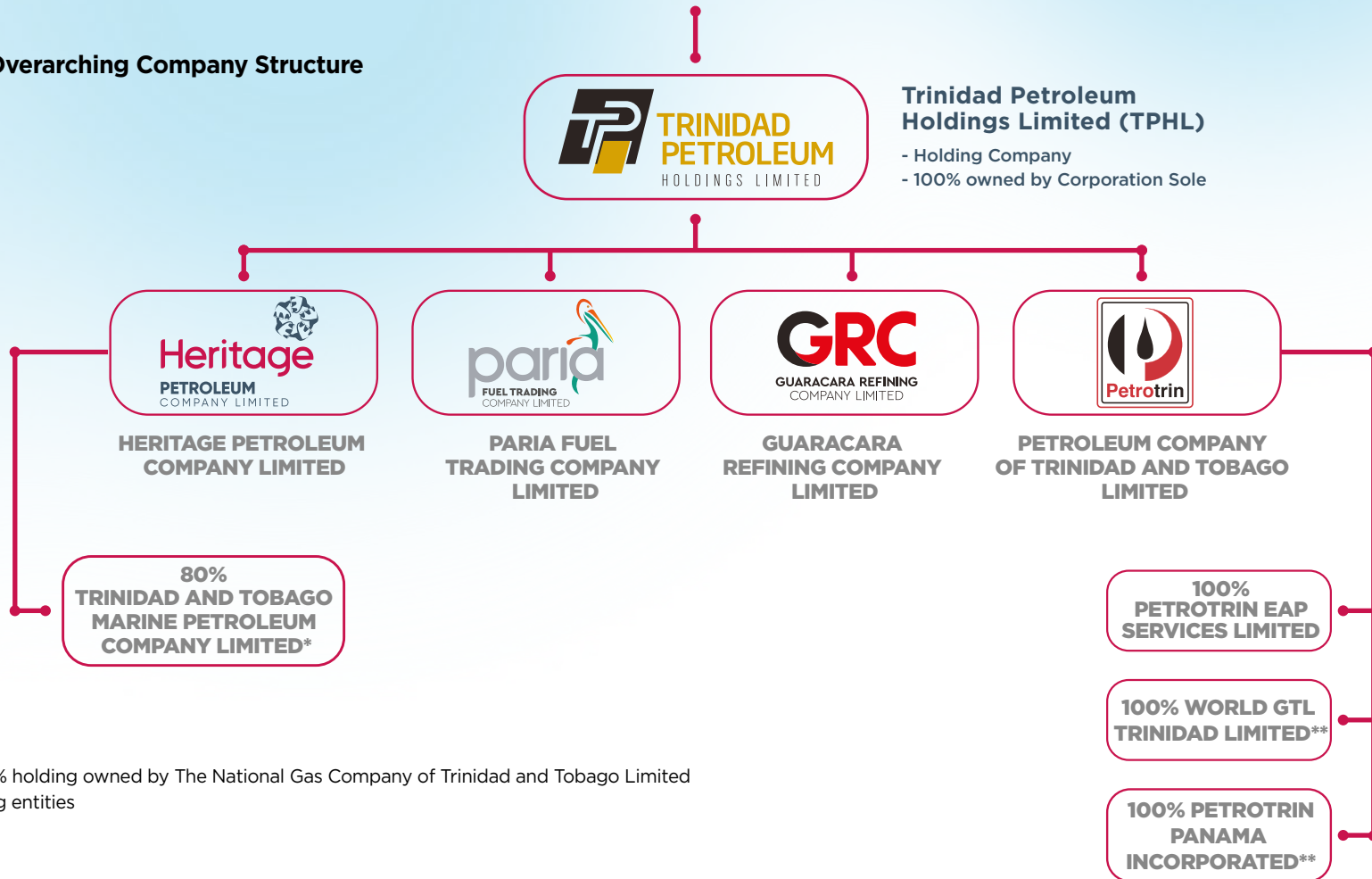




## GOVERNANCE

# Government of the Republic of Trinidad and Tobago

### Overarching Company Structure



\*Remaining 20% holding owned by The National Gas Company of Trinidad and Tobago Limited

\*\*Non-operating entities



**Board Members:** Michael Quamina (Chairman), Reynold Ajodhasingh (Deputy Chairman), Vincent Bartholomew, Peter Clarke, Newman George, Joel Harding, Selwyn Lashley, George Leonard Lewis, Reza Salim, Ryan Toby and Antonio Declan Ross.

**There are five (5) Board Committees that are responsible for different topic areas such as:**

#### **AUDIT AND RISK COMMITTEE:**

**Purpose:**

To assist the board of directors in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, and the Company's process for monitoring compliance with laws and regulations and the code of conduct.

**Members:**

- Ryan Toby (Chairman)
- Selwyn Lashley
- Vincent Bartholomew
- Natalie Amies-Darmanie (Chief Legal Counsel)
- Erik Keskula
- Patricia King
- Nigel Campbell

#### **OPERATIONS AND SAFETY COMMITTEE:**

**Purpose:**

To ensure that the business achieves its strategic goals by carrying out its operations and production activities, asset integrity maintenance, in a safe and efficient manner that promotes sustainability, operational excellence, process safety, strategic objectives, and maximization of value in accordance with the Petroleum Act and Regulations, the exploration and production licences/oil mining leases and other regulatory framework and the Environmental Management Act.

**Members:**

- George Leonard Lewis (Chairman)
- Selwyn Lashley
- Vincent Bartholomew
- Erik Keskula
- Patricia King
- Nigel Campbell

#### **FINANCE, INVESTMENT AND STRATEGY COMMITTEE:**

**Purpose:**

To assist the Board with Financial planning & management, Capital investment analysis and allocation and Strategic core asset acquisition/disposition.

**Members:**

- Peter Clarke (Chairman)
- Reynold Ajodhasingh
- Joel Harding
- Erik Keskula
- Patricia King
- Nigel Campbell

### **HUMAN RESOURCES & CORPORATE COMMUNICATIONS COMMITTEE:**

#### **Purpose:**

To assist the Board in ensuring alignment with the strategic direction of the company, the development of its human resources strategy and the management of relationships and continued interface between Heritage and its employees.

#### **Members:**

- Newman George (Chairman)
- Reza Salim
- Michael Quamina
- Delia Joseph (HR Leader)
- Erik Keskula
- Patricia King

### **PROCUREMENT AND TENDERS COMMITTEE:**

#### **Purpose:**

To assist the Board in ensuring that the business achieves its strategic goals by carrying out its sourcing and procurement activities in a consistent, fair and transparent manner that promotes sustainability, operational excellence, strategic sourcing, and maximization of value from the supply chain in accordance with the Supply Chain Management Policy of the Company, the Public Procurement and Disposal of Public Property Act and Guidelines issued by the Office of Procurement Regulator.

#### **Members:**

- Reynold Ajodhasingh (Chairman)
- Vincent Bartholomew
- George Leonard Lewis
- Joel Harding
- Natalie Aimes-Darmanie (Chief Legal Counsel)
- Erik Keskula
- Patricia King
- Nigel Campbell



## RISK MANAGEMENT

The Board, either directly or through one or more of its sub-committees, reviews the Company's business strategy and management's assessment of related risks, and discusses with management the appropriate level of risk response depending on the market environment and other relevant factors. The Board relies on each Board committee to oversee the management of the specific risks related to that committee's function.

The goal of the Company's risk management process is to understand and manage material risks impacting our business' objectives. Additionally, we view a fundamental part of risk management as understanding what level of risk is appropriate depending on the market environment and the specific issue in focus.

While Heritage's executive management team is responsible for establishing our business strategy, identifying and assessing the related risks, and establishing appropriate risk management practices and controls, the Board also oversees the risk management process to support the achievement of organizational objectives, which includes: to improve long-term performance, and ultimately enhance

shareholder value. The Board's key responsibilities around risk management are primarily actioned through the Audit and Risk Committee.

The Audit and Risk Committee is primarily responsible for overseeing the Company's risk management processes on behalf of the Board and regularly discusses and considers the processes by which management and relevant departments assess and manage the Company's exposure to risk. Furthermore, the Audit and Risk Committee discusses the Company's major financial risks and the steps taken by management to monitor, control, and report such exposures. This Committee, reporting to the Board (which also considers the Company's risk profile), obtains input from management regarding the most significant risks facing the Company and the Company's risk management strategy and resources required.

### **Sustainability and ESG Oversight**

Our Chief Executive Officer is ultimately responsible for internal efforts related to the development of our Sustainability and ESG Reporting programme, including our assessment of key ESG risks and opportunities. Our CEO, who reports to the highest governance body, set the delivery

of the Company's inaugural ESG report as a corporate-level objective for 2023.

Relevant ESG topics, risks, issues, and considerations - largely informed by related stakeholder feedback and the use of the GRI frameworks as well as the SDGs - are managed by the ESG Committee. Internal initiatives related to ESG are being driven predominantly at the executive and senior management level with the full support and guidance of the Board.

As our ESG programme and related initiatives evolve, the Board will play a key role in assessing our areas of greatest influence within the larger sustainability landscape and will be directly involved in the creation and subsequent execution of related goals.

ESG topics, issues and considerations relevant to Heritage will be discussed at each Board meeting going forward. In an effort to bolster its expertise related to key ESG issues relevant to Heritage, the Board will facilitate discussions and participate in educational sessions when possible.

## ABOUT THIS REPORT

### SCOPE OF REPORTING

This is our third year of reporting our Environmental, Social and Governance (ESG) impact. Building on the key learnings from our first report, we continue to deliver a concise and transparent account of our Sustainability Agenda, what it means to our business, and how we create long-term value for our stakeholders.

### REPORTING PERIOD

This report covers our sustainability performance for the **period October 2022 to September 2023**. Where relevant, we will also include data from the previous year to track progress and provide additional context. The report provides information on all our oil and gas exploration activities and addresses our response to material matters that impact our business and stakeholder value.

### REPORTING STANDARDS

This report has been prepared with reference to the Global Reporting Initiative (GRI) Index, updated 2021. We also conscientiously integrated key principles from the United Nations Sustainable Development Goals (SDGs) and the International Petroleum Industry Environmental Conservation Association's (IPIECA) guidelines on voluntary sustainability reporting. We prioritized SDGs that align closely with our core operations, such as responsible consumption and production, good health and wellbeing, decent work and economic growth; and we adopted IPIECA's framework to enhance transparency and accountability in our environmental and social reporting.

### ASSURANCE STATEMENT

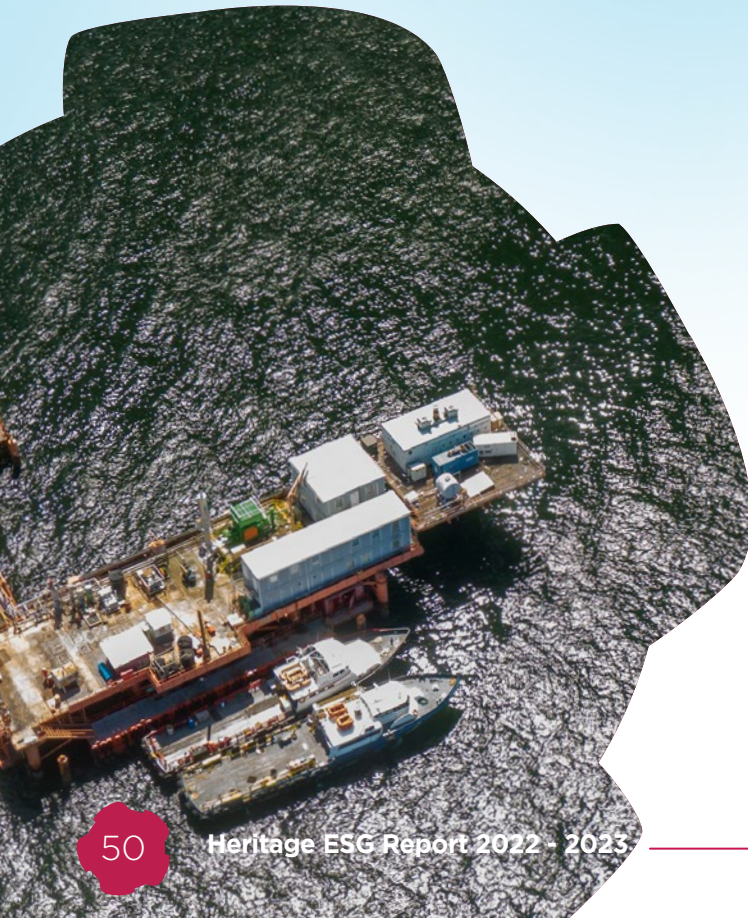
DNV, an independent third party assured this report and the statement is included.

### DISCLOSURES

Included throughout this report are disclosures containing relevant, industry-specific data and information but as a wholly government-owned, state enterprise we must exercise due diligence with certain confidential information. Content within this report should not be considered a substitute for material information provided in our public disclosures with various governmental and industry bodies like the Ministry of Finance of Trinidad and Tobago and TTEITI (the Trinidad and Tobago Extractive Industries Transparency Initiative).

### CONTACT US

For questions about this report, please contact the team on: **esgsustainability@heritage-tt.com**.





# Independent Assurance Statement

Heritage Petroleum Company Ltd. “Heritage” commissioned DNV Business Assurance USA Inc. (“DNV”, “we”, or “us”) to undertake independent assurance of the Heritage Environmental, Social and Governance (ESG) Report 2022-2023 (the “Report”) for the fiscal year 1 October 2022 to 30 September 2023.



## Our Conclusion:

- On the basis of the work undertaken, nothing came to our attention to suggest that the Report does not properly describe Heritage’s adherence to the principles of stakeholder inclusiveness, materiality, responsiveness and impact.
- In terms of quality of the performance data, nothing came to our attention to suggest that these data have not been properly collated from information reported at operational level, nor that the assumptions used were inappropriate.

Our observations and areas for improvement will be raised in a separate report to Heritage’s Management. Selected observations are provided below. These observations do not affect our conclusion set out above.

## Stakeholder Inclusiveness

***The participation of stakeholders in developing and achieving an accountable and strategic response to sustainability.***

We found that Heritage has continued to develop a systematic approach to stakeholder engagement and that is an ongoing process which reaches all parts of the organisation and is fairly represented in the report. Of note is its community and social impact assessment project to enhance understanding of stakeholder views and new database to track engagement. We recommend not only listing all stakeholders but summarising issues of concern or interest to them.

Developing and reporting on broader engagement with non-industry or state stakeholders would be beneficial as there are limited perspectives representing material issues including climate change and to a lesser extent biodiversity, essential to develop a longer-term strategy. We recommend engagement with broader academics, research and other organisations, such the CDP, Science Based Targets Initiative and the Task Force for Nature

Related Financial Disclosures. This was recommended in the last years assurance statement but not yet implemented.

## Materiality

***The process for determining the issues that are most relevant to an organisation and its stakeholders in relation to its impacts.***

In our opinion, the Report includes relevant information and context on most of the material ESG issues facing Heritage and its stakeholders. Heritage has migrated its Enterprise Risk Management assessment (ERM) process onto a digital platform which is regularly reviewed and actively used to drive business decision making. This has been bolstered by outcomes from work towards alignment with the ISO 14001 environmental management standard requirements, which provided useful stakeholder and issue analysis and was used, together with the ESG reporting tool, to inform the ESG strategy and report content.

While climate change has been identified as a material issue by Heritage, the impact of its operations specifically with respect to Scope 3, category 11 ‘use of products downstream’ emissions, which are materially larger than operational emissions are not being reported. This was recommended in the last years assurance statement but not yet implemented.

DNV also observes that the report does not report on the strategic implications of global climate change on its operations goals, the risks to Heritage assets, to the people and state of Trinidad and Tobago and the medium- and long-term impact on the business model.



### Responsiveness

*The organisation's timely and relevant reaction to material sustainability topics and their related impacts.*

The Report adequately summarises the Company's policies, strategies, management systems and governance mechanisms it has in place to respond to topics identified as material and significant concerns of key stakeholder groups.

We note that Heritage has responded to previous recommendations and now reports GHG emissions from Joint Ventures and Contracts and Alliances. It is also now reporting on energy and carbon intensity, which reflects best practice.

Heritage places considerable focus on asset Integrity due to its aging infrastructure and lack of sufficient investment by the legacy operator. We recommend that this is expanded to provide better context of its work, linked to the number and severity of spills and the impacts of them.

One pillar under the current business strategy is to grow production 'sustainably', which is referencing ongoing, efficient, cost-effective production. Heritage also uses the term 'sustainability' in the report when talking about ESG matters. This has the potential to mislead users to believe oil production can be done in a manner which does not impact on the environment, and we recommend this term is avoided in future strategy.

Heritage reports on its efforts to improve data accuracy especially for methane emissions. While it did reduce these emissions through the recommissioning of a flare, we observe and recommend that Heritage could speed up efforts to eliminate, utilise or minimise vented gas and that this is reported on in more detail.

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### Impact

*The effect of behaviour, performance, and outcomes of the organisation, on the economy, the environment, society, stakeholders, or the organisation itself.*

Heritage's impact on the economy of Trinidad and Tobago, significantly affects the country's population through employment and community impacts, its tax payments and its supplier base. Its reporting provides a fair view in relation to its mandate and most stakeholder expectations.

We continue to recommend that as a state-owned enterprise, it works with the government to develop a broader climate strategy and that it reports on financial and socio-economic risks and opportunities relating to global heating.

We, therefore, recommend reporting is aligned to the International Financial Reporting Standards (IFRS) investor-focused Sustainability Disclosure Standards and that further context is provided for non-financial stakeholders.

Monitoring biodiversity impacts is being developed by Heritage and we recommend further reporting on this in future.

### Responsibilities of the Directors of Heritage and of the assurance providers

The Directors of the Heritage have sole responsibility for the preparation of the Report. In performing our assurance work, our responsibility is to the management of Heritage; however, our statement represents our independent opinion and is intended to inform all stakeholders. DNV was not involved in the preparation of any statements or data included in the Report except for this Independent Assurance Statement.

DNV's assurance engagements are based on the assumption that the data and information provided by the client to us as part of our review have been provided in good faith. DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Assurance Statement.

### Level of assurance

We planned and performed our work to obtain the evidence we considered necessary to provide a basis for our Assurance Opinion. We are providing a 'limited (moderate) level' of assurance.





### Reliability and Quality Conclusions and Observations

#### *The accuracy and comparability of information presented in the Report, as well as the quality of underlying data management systems.*

Based on the processes and procedures conducted with a limited assurance, there is no evidence that the data in scope of this assurance process are not materially correct, are not fairly represented and have not been prepared with the calculation method referenced.

Overall, we have confidence in the processes in place to ensure reasonable accuracy for the information presented in the Report, and of data management systems. Goals and performance data are presented clearly and in an objective manner. The contextual narrative and the information in the GRI index help report users understand performance data.

Our review of the specified data presented in the report resulted in minimal technical and editorial errors being identified based on our sampling. These errors have been corrected for the final report. Our recalculations of GHG measurements showed an immaterial variation mainly due to the 'rounding' of data.

Care needs to be taken when presenting the impacts of changes to data collection methodologies which result in more accurate reporting. In the case of methane emissions this resulted in lower numbers, which do not in practice reflect any GHG reductions. Edits were made to earlier versions and potential remains for further clarity of this material impact.

We note that contractors are included in the reporting of Health and Safety data and recommend the narrative includes detail on the reasons behind the trends which vary between employees and contractors. Not all relevant data sets include contractors, and we recommend that Heritage adopt a consistent scope for reporting on KPI's and expands it to include contractor data for all material metrics. For example, any contract conditions or benefits variations between employees and contractors is currently outside the scope of reporting.

We note the efforts to align reporting with all the requirements of each relevant GRI indicator protocol and recommend Heritage continues this process.

### Our competence, independence, and quality control

DNV's established codes of conduct, policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV), and to maintain independence where required by relevant ethical requirements.

This engagement work was carried out by an independent team of sustainability assurance professionals. DNV was not involved in the preparation of any part of Heritage' data or report. This is our third year of providing assurance for Heritage. We adopt a balanced approach towards all stakeholders when performing our evaluation.

### GRI Indicators and Performance Data

We evaluated the selected GRI indicators and performance data as shown below using the GRI Reporting Principles for defining report quality (Accuracy; Balance; Clarity; Comparability; Completeness; Sustainability context; Timeliness; Verifiability) together with Heritage’s data protocols for how the data are measured, recorded and reported. The scope of our work and our verification outcome covers disclosures for the fiscal and calendar year 2023 as indicated:

GRI Indicator and performance indicators (with selected data points broken out)	Fiscal Year 2023 Data
GRI 2: General Disclosures	Assured narrative and GRI index entries
GRI 200: Economic Topics	
GRI 202 Market Presence; GRI 204 Procurement Practices; GRI 205 Anti-corruption; GRI 207 Tax	Assured narrative and GRI index entries
GRI 300: Material Topics	
GRI 302 Energy	<b>Fiscal Year 2023</b>
Total Electricity Consumption	37,146 MWh
Total Fuel Consumption (Stationary Combustion)	3,165,290.19 MMBTU
Total Fuel Consumption (Mobile Combustion)	303,224.84 MMBTU
GRI 303 Water and Effluent (please note effluent data is not presented here – see the Report for the data)	<b>Calendar Year 2023</b>
Total Water Abstracted	1,330.3 ML
Water Consumed by Communities	717.85 ML
Water Consumed by Heritage	612.44 ML
GRI 305 Greenhouse Gas Emissions	<b>Fiscal Year 2023</b>
Scope 1 Emissions	1,330,353 tCO <sub>2</sub> e
Scope 2 Emissions	20,327 tCO <sub>2</sub> e
Scope 3 Emissions: Categories: Business Travel, Wastewater, Employee Commute, Purchase of goods and services	4,324 tCO <sub>2</sub> e
Total GHG Emissions footprint including equity share of JV and A&C emissions	2,619,225 tCO <sub>2</sub> e
GRI 307 Environmental Compliance; GRI 308 Supplier Environmental Assessment	Assured narrative and GRI index entries
GRI 400: Social	
GRI 401 Employment; GRI 403 Occupational Health and Safety; GRI 404 Training and Education; GRI 413 Local Communities	Assured narrative and GRI index entries

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### Scope and Approach

We performed our work in accordance with the AA 1000 Assurance Standard v3, Type 2 engagement, and the International Standard on Assurance Engagements 3000 ("ISAE 3000 – July 2020"). Criteria used include AA1000 Accountability Principles (2018) For our verification of the Greenhouse Gas data, we used the WBCSD/WRI Greenhouse Gas Protocol. We also used the GRI Standards 2021: Principles for defining report quality: Accuracy; Balance; Clarity; Comparability; Completeness; Sustainability context; Timeliness; Verifiability and the specified GRI indicator standards as criteria in our assessment.

DNV applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17029:2019 - Conformity Assessment General principles and requirements for validation and verification bodies, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The reported financial data and information are based on data from 'Heritage's Separate Financial Statements Year End September 2023', which are subject to a separate independent audit process that was outside the scope of our work.

### Basis of our Opinion

A multi-disciplinary team of sustainability and non-financial assurance specialists performed work remotely. We undertook the following activities:

- Review of the current sustainability issues that could affect Heritage and are of interest to stakeholders;
- A media coverage review;
- Review of Heritage's approach to stakeholder engagement and recent outputs;
- Review of information provided to us by Heritage on its reporting and management processes relating to the Principles;
- Interviews with over 30 selected Directors, senior managers and managers responsible for management of sustainability issues and review of selected evidence to support issues discussed. We were free to choose interviewees and functions covered;
- These interviews included Senior Managers responsible for Business Engineering, Land, Offshore, Drilling, Subsurface and Midstream Business Units, which additionally provided insight into asset level management.
- Review of supporting evidence for key claims in the Report. Our checking processes were prioritised according to materiality and we based our prioritisation on the materiality of issues at a corporate level, and
- Review of the processes for gathering and consolidating the selected Performance data and, for a sample, checking the data consolidation.

For and on behalf of DNV Business Assurance USA, Inc.

Katy, TX  
26 April 2024

Dave Knight

Dave Knight  
Lead Verifier

Digitally signed by  
Dave Knight  
Date: 2024.04.26  
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Kakaraparthi,  
Venkata Raman

Venkata Raman Kakaraparthi  
Technical Reviewer

Digitally signed by  
Kakaraparthi, Venkata  
Raman  
Date: 2024.04.26 08:19:59  
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*This Statement is for the sole use and benefit of the party contracting with DNV Business Assurance USA, Inc. to produce this Statement (the "Client"). Any use of or reliance on this document by any party other than the Client shall be at the sole risk of such party. In no event will DNV or any of its parent or affiliate companies, or their respective directors, officers, shareholders, employees or subcontractors, be liable to any other party regarding any statements, findings, conclusions or other content in this Statement, or for any use of, reliance on, accuracy, or adequacy of this Statement.*

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## HERITAGE GRI CONTENT INDEX - 2022-2023 ESG REPORT

GRI Standard	Disclosure Description	Response/Link
<b>GRI 2: General Disclosures</b>		
<b>1. The organisation and its reporting practices</b>		
<b>Disclosure 2-1 Organisational details</b>		
2-1-a	Name of the organisation.	Heritage Petroleum Company Limited.
2-1-b	Ownership and legal form.	Heritage is one of the four (4) oil and gas companies within the Trinidad Petroleum Holdings Limited (TPHL) group that is owned by the State - Government of the Republic of Trinidad & Tobago. See <a href="#">Company Profile</a> .
2-1-c	Location of headquarters.	Our headquarters are located at 9 Queens Park West, Port of Spain with operations largely centred in the southern region of Trinidad and the Gulf of Paria, with non-operated assets off Trinidad's east coast. See <a href="#">Company Profile</a>
2-1-d	Countries of operations.	Heritage operates only in Trinidad & Tobago.
<b>Disclosure 2-2 Entities included in the organisation's sustainability reporting</b>		
2-2-a	List of all entities included in our sustainability reporting.	This ESG Report includes only the activities of Heritage Petroleum Company Limited.
2-2-b	The differences between the list of entities included in our financial reporting and the list included in our sustainability reporting.	There are no differences between the entities in our financial reports and our ESG Report.
2-2-c	If the organisation consists of multiple entities, explain the approach used for consolidating the information.	Heritage currently has business relationships with twelve (12) Joint Ventures (JV) and thirty-eight (38) Lease Operatorships (through Alliances and Contracts), where risks and capital are shared in the exploration and production of oil.
<b>Disclosure 2-3 Reporting period, frequency, and contact point</b>		
2-3-a	The reporting period for, and the frequency of sustainability reporting.	Heritage prepares its sustainability report annually for each fiscal year. This year's sustainability report is for the period 1st October 2022 to 30th September 2023.
2-3-b	The reporting period for our financial reporting and, if it does not align with the period for its sustainability reporting, explain the reason for this.	The reporting period is in alignment with our financial year of 1st October 2022 to 30th September 2023. This third ESG Report is aligned with our last completed financial year of October 2022 to September 2023.
2-3-c	The publication date of the report or reported information.	The publication date of this report is 30th April 2024.
2-3-d	Contact point for questions about the report or reported information.	Questions about the report or report information can be directed to <a href="mailto:esgsustainability@heritage-tt.com">esgsustainability@heritage-tt.com</a> or persons can contact the following: Vonetta Alvarado-George, Environmental & Regulatory Compliance Manager at <a href="mailto:Vonetta.Alvarado-George@heritage-tt.com">Vonetta.Alvarado-George@heritage-tt.com</a> or Mikhael Newman, ESG Advisor at <a href="mailto:Mikhael.Newman@heritage-tt.com">Mikhael.Newman@heritage-tt.com</a> .



Disclosure 2-4 Restatements of information		
2-4-a-i	Report restatements of information made from previous reporting periods and explain the reasons for the restatements.	There are no restatements of information made from previous reports.
2-4-a-ii	Report restatements of information made from previous reporting periods and explain the effect of the restatements.	There are no restatements of information made from previous reports.

Disclosure 2-5 External Assurance		
2-5-a	Policy and practice for seeking external assurance, including whether and how the highest governance body and senior executives are involved.	For the first year of Heritage's ESG Report Assurance (in 2022), the process of obtaining external assurance for Heritage's ESG Report was conducted through Heritage's selective tendering process. Companies known to provide independent assurance services for ESG Reports within Trinidad & Tobago were registered with Heritage and invited to bid based on predetermined requirements outlined in a Scope of Work document. Companies were required to submit proposals through Heritage's Ariba Supply Chain Management System. Proposals were evaluated for compliance with the Scope of Work and the highest scoring proposal was selected as the external assurance provider. The evaluation was reviewed and approved by Heritage's HSE Leader and the Chief Executive Officer before the award of the project to the external assurance provider. For each subsequent year, to maintain continuity in the assurance process, Heritage reengaged the assurance provider through a single source award.
2-5-b	External Assurance of Sustainability Report:	Heritage's ESG Report has been assured in accordance with the AA 1000 Assurance Standard v3 and the International Standard on Assurance Engagements 3000 (ISAE 3000) by DNV Business Assurance USA, Inc. Sustainability & Supply Chain Services.  The GRI Standards 2021: Principles for defining report quality: Accuracy; Balance; Clarity; Comparability; Completeness; Sustainability context; Timeliness; Verifiability and the specified GRI indicator standards were also used by the external assurance company. A "moderate level" of assurance has been conducted by DNV based on these standards.  DNV is an independent team of sustainability assurance professionals with no relationship with Heritage. The Independent Assurance Statement is provided on Page 51 of the ESG Report.

## 2. Activities and Workers

Disclosure 2-6 Activities, value chain and other business relationships.		
2-6-a	Sector(s) in which active.	Trinidad and Tobago's Oil and Gas Sector and Public Sector.
2-6-b-i	The organisation's activities, products, services, and markets served.	The organisation's key activities are exploration and production, fiscalisation and transmission of crude oil for sale. The crude oil produced by Heritage is marketed and sold internationally as our own brand of MOLO Crude (abbreviation for Medium Octane, Low Octane), a medium gravity, medium sour crude of Trinidad and Tobago. <a href="#">Heritage Operations</a> .
2-6-b-ii	The organisation's supply chain.	As of September 30, 2023, there were Ninety-eight (98) registered and pre-qualified vendors on Heritage's database. This figure represents the number of vendors Post Legislation proclamation (on 23rd April 2023) of the Procurement Act of 2015, as amended and its related Regulations. This Legislation mandates that all vendors desirous of doing business with a Public Body must register in the Office of Procurement Regulations (OPR) Depository and subsequently be pre-qualified by a Public Body.  These vendors provide a variety of goods and services that are needed along the life cycle of oil and gas production including - drilling & workover services; civil works; marine services; mechanical services; electrical & instrumentation services; IT services; environmental services; freelance services; consultancy services and provision of all oil and gas materials.

2-6-b-iii	The entities downstream from the organisation and their activities.	Paria Fuel Trading Company (“Paria”) is the entity downstream of Heritage responsible for the storage, handling, and export of Heritage’s MOLO crude. Paria is one of the four (4) companies within the TPHL group owned by the Government of the Republic of Trinidad & Tobago.
2-6-c	Relevant business relationships.	Heritage is one of the four (4) companies within the TPHL group owned by the Government of the Republic of Trinidad & Tobago. The four (4) companies are Heritage Petroleum Company Limited, Paria Fuel Trading Company Limited, the Guaracara Refining Company Limited, and the Petroleum Company of Trinidad and Tobago Limited. Heritage’s crude oil is transported via our crude oil pipeline transmission network to Paria’s terminal in Pointe-a-Pierre, Trinidad.  At the terminal, the crude is stored and subsequently delivered to the purchasers onto vessels they have chartered. Heritage pays a handling fee for the use of the terminal at Pointe-a-Pierre. The crude is sold on a free on-board basis and as such has no control or information on the final destination of cargo.  Heritage currently has business relationships with twelve (12) Joint Ventures (JV) and thirty-eight (38) Lease Operatorships where risks and capital are shared in the exploration and production of oil.
2-6-d	Describe significant changes in 2-6-a, 2-6-b, and 2-6-c compared to the previous reporting period.	There are no changes from the previous report.
<b>Disclosure 2-7 Employees</b>		
2-7-a	Report the total number of employees and a breakdown of this total by gender and by region.	The total number of employees: 551 Breakdown by Gender: Total number of Females: 214 Total number of males: 337 Information on employees by region is not applicable as employees are not grouped by region within Trinidad and Tobago.
2-7-b	Report the total number of permanent, temporary, non-guaranteed hours, full-time and part-time employees, and a breakdown of each total by gender and by region	Total number of permanent employees: 483 Total Number Females: 182 Total Number Males: 301 Total number of fixed-term contract employees: 29 Total Number Females: 13 Total Number Males: 16 Total number of short-term contract employees: 39 Total Number Females: 19 Total Number Males: 20 There are no employees engaged directly with Heritage on a part-time basis. Information on employees by region is not applicable as employees are not grouped by region within Trinidad.
2-7-c	Describe the methodologies and assumptions used to compile the data.	The Human Resources team maintains its database of employees’ basic data that is updated every month on new hires and employee movements, this is now being maintained on the Company’s Human Resources Information System SAP SuccessFactors.
2-7-d	Report contextual information necessary to understand the data reported under 2-7-a and 2-7-b.	All Heritage employees are located in Trinidad & Tobago.
2-7-e	Describe significant fluctuations in the number of employees during the reporting period and between reporting periods.	There was an overall 9.5% increase in the number of employees over the fiscal year 2021/2022 to 2022/2023 i.e. 503 to 551 (inclusive of short-term contracts). This is based on the Organisation’s recruitment drive to fill vacancies in the organisation’s structure.



<b>Disclosure 2-8 Workers who are not employees</b>		
2-8-a	<p>Report the total number of workers who are not employees and whose work is controlled by the organisation and describe-</p> <p>i. The most common types of worker and their contractual relationship with the organisation,</p> <p>ii. the type of work they perform.</p>	<p>Currently, there are approximately 700 contractor employees contracted to conduct services for the Heritage. These services include but are not limited to the following: Drilling and Workover Services third-party manpower security services and maintenance-type services.</p>
2-8-b	<p>Describe the methodologies and assumptions used to compile the data, including whether the number of workers who are not employees is reported:</p> <p>i. in headcount, full-time equivalent (FTE), or using another methodology</p> <p>ii. at the end of the reporting period, as an average across the reporting period, or using another methodology</p>	<p>The number of workers who are not employees provided is an estimation across the reporting period, as the actual number of workers for the reporting period is not available.</p> <p>As of September 30, 2023, there were Ninety-eight (98) registered and pre-qualified vendors on Heritage's database. This figure represents the number of vendors Post Legislation proclamation (on 23rd April 2023) of the Procurement Act of 2015, as amended and its related Regulations. This Legislation mandates that all vendors desirous of doing business with a Public Body must register in the Office of Procurement Regulations (OPR) Depository and subsequently be pre-qualified by a Public Body.</p>

### 3. Governance

#### Disclosure 2-9 Governance Structure and Composition

2-9-a	<p>Describe the governance structure, including committees of the highest governance body.</p>	<p>Heritage's governance structure, including committees of the highest governance body (Trinidad Petroleum Holdings Limited (TPHL)), is provided in the first ESG Report Pages 46-47 and remains the same as of 25 January 2023.</p> <p>The ten (10) Board members of Heritage Petroleum Company Limited are as follows:</p> <p>Michael A.A. Quamina (Chairman),  Reynold Ajodhasingh (Deputy Chairman),  Vincent Bartholomew,  Peter Clarke,  Newman George,  Selwyn Lashley,  George Leonard Lewis,  Reza Salim,  Ryan Toby, and  Antonio Declan Ross (appointed 18th May 2022).</p>
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2-9-b	List the committees of the highest governance body that are responsible for decision-making on and overseeing the management of the organisation's impacts on the economy, environment, and people.	<p>TPHL (Highest Governance Body) - Holding Company - Parent of the Subsidiary Companies:</p> <p>The composition of the TPHL Board consists of ten (10) members:</p> <p>Michael A.A. Quamina (Chairman), Reynold Ajodhasingh (Deputy Chairman), Vincent Bartholomew, Newman George, Selwyn Lashley, Marlon George, Avie Chadee, Everard Bennett, Antonio Ross, and Eustace Nancis.</p> <p>TPHL has two (2) substantive Committees are as follows:</p> <p>AUDIT AND RISK COMMITTEE: Avie Chadee (Chairman), Newman George, Reynold Ajodasingh.</p> <p>ENVIRONMENT, SOCIAL AND GOVERNANCE COMMITTEE: Reynold Ajodhasingh (Chairman), Michael A.A. Quamina, Marlon George.</p> <p>In addition to the above two (2) substantive Committees, there are two (2) ad hoc Committees, that meet as necessary, as follows:</p> <p>THE REFINERY SALE &amp; OVERSIGHT COMMITTEE, REFINANCING COMMITTEE.</p> <p>The composition of Heritage's Governance body and its committees is outlined in Pages TBD of this ESG Report and remains the same as of 25 January 2023 from the last reporting period.</p>
2-9-c	Describe the composition of the highest governance body and its committees.	<p>The composition of Heritage's highest governance body and its committees is outlined in Page 46 of the ESG Report.</p> <p>All board members are non-executive and independent. The tenure of each member is two (2) years and is renewable by Corporation Sole, the Minister of Finance of Trinidad &amp; Tobago.</p> <p><a href="#">Our Board Members</a></p>
<b>Disclosure 2-10 Nomination and selection of the highest governance body</b>		
2-10-a	Describe the nomination and selection processes for the highest governance body and its committees.	The Board of Directors is appointed by the Shareholder, which is the Government of the Republic of Trinidad and Tobago and the Corporation Sole (Minister of Finance).
2-10-b	Describe the criteria used for nominating and selecting the highest governance body members, including whether and how the following are taken into consideration: i. views of stakeholders (including shareholders); ii. diversity; iii. independence; iv. competencies relevant to the impacts of the organisation	<p>The Board of Directors is appointed by the Shareholder, which is the Government of the Republic of Trinidad and Tobago and the Corporation Sole (Minister of Finance).</p> <p>The Shareholder is fully responsible for the selection of the Board of Directors and sets the criteria for selection.</p>
<b>Disclosure 2-11 Chair of the highest governance body</b>		
2-11-a	Report whether the chair of the highest governance body is also a senior executive in the organisation	No, the Chairman of the Board is not a senior executive or member of the Executive Management at Heritage.
2-11-b	if the chair is also a senior executive, explain their function within the organisation's management, the reasons for this arrangement, and how conflicts of interest are prevented and mitigated.	Not applicable.



### Disclosure 2-12 Role of the highest governance body in overseeing the management of impacts

2-12-a	<p>Describe the role of the highest governance body and of senior executives in developing, approving, and updating the organisation's purpose, value or mission statements, strategies, policies, and goals related to sustainable development.</p> <p>Describe the role of the highest governance body in overseeing the organisation's due diligence and other processes to identify and manage the organisation's impacts on the economy, environment, and people.</p>	<p>Among its primary responsibilities the TPHL and Heritage Boards oversee Heritage's strategic and business planning processes monitor corporate performance and assess the integrity and effectiveness of our internal controls' legal procedures ethics and compliance programmes.</p> <p>Beyond these core responsibilities, the Heritage Board is also responsible for establishing and maintaining the most effective leadership structure for the Company as well as overseeing the Executive Management. TPHL (ESG Committee) has been established to have general oversight of the group's Sustainable Development activities.</p>
2-12-b	<p>Describe the role of the highest governance body in overseeing the organisation's due diligence and other processes to identify and manage the organisation's impacts on the economy, environment, and people.</p>	<p>TPHL: Receives and reviews reports on due diligence, whistleblowing, internal audit and reports on a bi-monthly basis. The Heritage Chief Audit Executive attends the TPHL Board meetings. TPHL then reports to the Corporation Sole via minutes of these meetings.</p> <p>TPHL has Policies on (i) Code of Ethics (ii) Whistleblower (iii) Gifts and Entertainment (iv) Conflict of Interest (v) Anti-Bribery Corruption &amp; Fraud.</p>
2-12-c	<p>Describe the role of the highest governance body in reviewing the effectiveness of the organisation's processes as described in 2-12-b, and report the frequency of this review.</p>	<p>TPHL Board Meetings are held on a bi-monthly basis and each subsidiary company reports to the TPHL Board on the activity of the previous two (2) months. TPHL Board can review whether the performance has been effective or not. If there is any issue of concern arises TPHL Board may decide to have a special meeting to address the same.</p>

### Disclosure 2-13 Delegation of responsibility for managing impacts

2-13-a	<p>Describe how the highest governance body delegates responsibility for managing the organisation's impacts on the economy, environment, and people.</p>	<p>Responsibility for managing the organisation's impacts on the economy, environment and people falls with the Chief Executive Officer (CEO) or equivalent in the particular subsidiary (Heritage - CEO (Erik Keskkula), Paria - General Manager (Mushtaq Mohammed), Petrotrin - Senior Manager (to be appointed). TPHL has a General Manager (Andre Da Breau) who does a Group Report and coordinates with the other Subsidiary Leaders described above.</p> <p>Heritage organisation's impact on the economy, environment and people falls with the Chief Executive Officer (CEO). The CEO in turn ensures that the organisational structure is tailored to ensure that members of the executive management hold responsibilities for managing the organisation's impacts on the economy, environment, and people.</p> <p>At Heritage, the responsibilities lie with the following positions:</p> <ul style="list-style-type: none"> <li>Environment - HSE Leader</li> <li>Economy - Chief Financial Officer</li> <li>People - Human Resources Leader &amp; Corporate Communications Manager.</li> <li>Operational &amp; Corporate Business Units - Heritage Executive Leadership.</li> </ul> <p><a href="#">Heritage Leadership</a></p>
2-13-b	<p>Describe the process and frequency for senior executives or other employees to report back to the highest governance body on the management of the organisation's impacts on the economy, environment, and people.</p>	<p>Reporting to the TPHL and Heritage Board of Directors on the management of the organisation's impacts on the economy, environment and people is conducted bi-monthly, through the respective Board Committee Meetings.</p>

### Disclosure 2-14 Role of the highest governance body in sustainability reporting

2-14-a	Report whether the highest governance body is responsible for reviewing and approving the reported information, including the organisation's material topics, and if so, describe the process for reviewing and approving the information.	<p>Yes, TPHL is responsible for reviewing and approving reported information, including the organization's material topics.</p> <p>Heritage's highest governance body TPHL and its Heritage Board of Directors are responsible for reviewing and approving the reported information, including the organisation's material topics.</p> <p>The reported information will be presented to the Heritage Board of Directors by the Chief Executive Officer for approval. The reported information is presented to TPHL by all the various Leaders of the subsidiary companies.</p>
2-14-b	If the highest governance body is not responsible for reviewing and approving the reported information, including the organisation's material topics, explain the reason for this.	Not applicable.

### Disclosure 2-15 Conflicts of interest

2-15-a	Describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated.	<p>The process for prevention and mitigation of conflicts of interest for the Board of Directors are outlined in and administrated through the Heritage Administration Conflict of Interest Form.</p> <p>All new hires are formally onboarded and go through an HSE, HR and administrative induction. As part of this process, persons are required to complete the Conflict-of-Interest Form and Confidentiality Non-Disclosure Form.</p> <p>The TPHL Board members are also subject to the Integrity in Public Life Act of Trinidad and Tobago, and they are required to file annual declarations and registers of interest with the Integrity Commission of Trinidad and Tobago.</p> <p>All persons involved in procurement evaluations are also required to complete conflict of interest declarations and otherwise adhere to the Public Procurement and Disposal Act regulations and guidelines.</p>
2-15-b	Report whether conflicts of interest are disclosed to stakeholders.	<p>The disclosures required and the reporting of conflicts of interest to key stakeholders are outlined in the <a href="#">TPHL Conflict of Interest Policy</a>.</p> <p>Conflicts of interests of Board members are filed with the Integrity Commission of Trinidad and Tobago. Conflicts of other employees are disclosed to their Reporting/Line Managers. Conflicts of interests of persons on tender evaluation committees are disclosed to the Procurement and Tenders Committee.</p>

### Disclosure 2-16 Communication of critical concerns

2-16-a	Describe whether and how critical concerns are communicated to the highest governance body;	Critical concerns are communicated to the highest governance body through the <a href="#">TPHL Whistleblower Policy</a> .
2-16-b	Report the total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period.	<p>During the reporting period, there were five (5) complaints reported through the system established by the <a href="#">TPHL Whistleblower Policy</a>.</p> <p>All complaints were investigated, and sufficient evidence was not found to substantiate claims.</p>

### Disclosure 2-17 Collective knowledge of the highest governance body

2-17-a	Report measures taken to advance the collective knowledge, skills, and experience of the highest governance body on sustainable development.	At present, the Board of Directors does have significant collective knowledge, skills, and experience in sustainable development. The Board of Directors have also shown keen interest in advancing their knowledge and as such training and development will be looked at as an intervention.
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<b>Disclosure 2-18 Evaluation of the performance of the highest governance body</b>		
2-18-a	Describe the processes for evaluating the performance of the highest governance body in overseeing the management of the organisation's impacts on the economy, environment, and people	The processes for evaluating the performance of the Board of Directors are outlined in the <a href="#">State Enterprise Performance Monitoring Manual</a> .
2-18-b	Report whether the evaluations are independent or not, and the frequency of the evaluations;	Yes, evaluations are independent.
2-18-c	Describe actions taken in response to the evaluations, including changes to the composition of the highest governance body and organisational practices.	Actions in response to the evaluations are governed by the State Enterprise Performance Monitoring Manual - Under Corporation Sole, Ministry of Finance. Any actions required in response to the evaluation are determined by the Corporation Sole.
<b>Disclosure 2-19 Remuneration policies</b>		
2-19-a	Describe the remuneration policies for members of the highest governance body and senior executives.	For the Board of Directors, aspects of remuneration are outlined in the <a href="#">State Enterprise Performance Monitoring Manual, Pages 18 - 21</a> . Remuneration for Executive Management comprises fixed pay with retirement benefits, allowances for housing and travelling, and bonuses. It is in alignment with industry standards. Heritage's approach to remuneration is aligned with the industry standards. This information is considered competitive and sensitive to the company and will not be published.
2-19-b	Describe how the remuneration policies for members of the highest governance body and senior executives relate to their objectives and performance in relation to the management of the organisation's impacts on the economy, environment, and people.	For the Board of Directors, aspects of remuneration in relation to their objectives and performance are outlined in the <a href="#">State Enterprise Performance Monitoring Manual, Pages 18 - 21</a> . Remuneration for Executive Management comprises fixed pay with retirement benefits, allowances for housing and travelling, and bonuses. It is in alignment with industry standards. Heritage's approach to remuneration is aligned with the industry standards. This information is considered competitive and sensitive to the company and will not be published.
<b>Disclosure 2-20 Process to determine remuneration</b>		
2-20-a	Describe the process for designing its remuneration policies and for determining remuneration.	The process for designing remuneration is completed by the Human Resource Department and approved via the HR and Communications Subcommittee of the Board and the Board of Directors internally and in alignment with the State Performance Monitoring Manual is approved by the Line Ministry, the Chief Personnel Officer and finally by the Human Resource Subcommittee of Cabinet.
2-20-b	Report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable	Not applicable.
<b>Disclosure 2-21 Annual total compensation ratio</b>		
2-21-a	Report the ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual);	Confidentiality Constraints: Compensation ratios are not published as this information is considered sensitive and competitive to the company.
2-21-b	Report the ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual).	Confidentiality Constraints: Compensation ratios are not published as this information is considered sensitive and competitive to the company.

#### 4. Strategy, policies and practices

##### Disclosure 2-22 Statement on sustainable development strategy

2-22-a	Report a statement from the highest governance body or most senior executive of the organisation about the relevance of sustainable development to the organisation and its strategy for contributing to sustainable development.	<p>A statement from the Chief Executive Officer is provided in the ESG Report on Page TBD.</p> <p>Our ESG Report reflects our commitment to continuous improvement as we strive to become a more sustainable and resilient business. Aligned to the UN's Sustainable Development Goals (SDGs) it takes an integrated approach while focusing on the areas where we believe we can make the most difference.</p> <p>As we move forward with strong support from the Board and throughout the organisation we continue to build our four (4) Strategic Pillars:</p> <p>GROWING PRODUCTION SUSTAINABLY OPTIMISING CAPACITY AND CAPABILITY PROGRESSING OUR ESG AGENDA and PARTNERING FOR VALUE.</p> <p>Our ESG Areas of Focus are:</p> <p>Protecting the Environment Building Community Capacity Supporting Economic Development Empowering Future Leaders.</p> <p>We are integrating ESG Principles into our corporate strategy and balancing long-term growth with strong governance responsible business policies and practices and positive environmental impact.</p>
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##### Disclosure 2-23 Policy commitments

2-23-a	Describe its policy commitments for responsible business conduct.	<p>The requirements are outlined in the TPHL Code of Ethics and Business Conduct Policy.</p> <p>The Code of Ethics and Business Conduct Policy is publicly available on the TPHL Website via this link: <a href="https://trinidadpetroleum.co.tt/wpcontent/uploads/2021/12/tphlqp05-code-of-ethis-policy-finalexecuted.pdf">https://trinidadpetroleum.co.tt/wpcontent/uploads/2021/12/tphlqp05-code-of-ethis-policy-finalexecuted.pdf</a></p> <p>The policy commitment was approved by the Chairman of the TPHL Board of Directors.</p>
2-23-b	Describe its specific policy commitment to respect human rights.	The policy commitments apply to all employees, directors and related third-party companies affiliated with Heritage and the TPHL group. The Policy requirements were communicated to employees via email through Corporate Communications.

##### Disclosure 2-24 Embedding policy commitments

2-24-a	Describe how it embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships.	The requirements are outlined in the TPHL <a href="#">Code of Ethics and Business Conduct Policy</a> .
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##### Disclosure 2-25 Processes to remediate negative impacts

2-25-a	Describe the commitments to provide for or cooperate in the remediation of negative impacts that the organisation identifies it has caused or contributed to;	The Company practices/procedures are based on the principle of transparency. Non-compliance of policies and or infractions are remediated via the Company's Performance Management Policy and Progressive Disciplinary Policy.
2-25-b	Describe its approach to identifying and addressing grievances, including the grievance mechanisms that the organisation has established or participates in;	The process is transparent. It is aligned with the procedures - Performance Management Policy and Progressive Disciplinary Policy and provides feedback along all major milestones.



2-25-c	Describe other processes by which the organisation provides for or cooperates in the remediation of negative impacts that it identifies it has caused or contributed to	The process is transparent. It is aligned with the procedures - Performance Management Policy and Progressive Disciplinary Policy and provides feedback along all major milestones.
2-25-d	Describe how the stakeholders who are the intended users of the grievance mechanisms are involved in the design, review, operation, and improvement of these mechanisms;	The process is transparent. It is aligned with the procedures - Performance Management Policy and Progressive Disciplinary Policy and provides feedback along all major milestones.
2-25-e	Describe how the organisation tracks the effectiveness of the grievance mechanisms and other remediation processes, and report examples of their effectiveness, including stakeholder feedback.	The process is transparent. It is aligned with the procedures - Performance Management Policy and Progressive Disciplinary Policy and provides feedback along all major milestones.
<b>Disclosure 2-26 Mechanisms for seeking advice and raising concerns</b>		
2-26-a	Describe the mechanisms for seeking advice and raising concerns for individuals.	Individuals can seek advice or raise concerns through the following mechanisms: Internal Audit Department. TPHL <a href="#">Whistleblower policy</a> . Directly to the Group Chief Audit Executive. Line Managers and Members of Executive Leadership. Chairman of the Board Audit and Risk Sub-Committee.
<b>Disclosure 2-27 Compliance with laws and regulations</b>		
2-27-a	Report the total number of significant instances of non-compliance with laws and regulations during the reporting period.	There are no significant instances of non-compliance with laws and regulations during the reporting period.
2-27-b	Report the total number and the monetary value of fines for instances of noncompliance with laws and regulations that were paid during the reporting period.	There are no significant instances of non-compliance with laws and regulations during the reporting period and no monetary fines.
2-27-c	Describe the significant instances of non-compliance.	There are no significant instances of non-compliance for the reporting period.
2-27-d	Describe how it has determined significant instances of non-compliance.	No significant instances of non-compliance during the reporting period were determined. Significance is guided by the situation and its impact within the rules, policies, laws and regulations set by the Government. Heritage, as a state-owned enterprise, complies with all national laws and regulations, fully transparent in all its activities and has clearly set Board-approved policies in place.

## Disclosure 2-28 Membership associations

2-28-a	Report industry associations, other membership associations, and national or international advocacy organisations in which it participates in a significant role.	<p>Heritage maintains memberships to multiple industry associations, such as the following:</p> <ul style="list-style-type: none"> <li>Energy Chamber of T&amp;T</li> <li>AMCHAM (The American Chamber)</li> <li>Trinidad and Tobago Geological Society</li> <li>The University of the West Indies (UWI)</li> <li>University of Trinidad and Tobago (UTT)</li> <li>Oil and Gas UK</li> <li>Association of International Petroleum Negotiators</li> <li>Association of Chartered Certified Accountants (ACCA)</li> <li>Association of Upstream Organisations of Trinidad and Tobago (AUOTT)</li> <li>Trinidad and Tobago Emergency Mutual Aid Scheme (TTEMAS)</li> <li>Society of Petroleum Engineers Trinidad and Tobago</li> <li>Association of Petroleum Scouts</li> <li>American Association of Petroleum Geologists (AAPG)</li> </ul>
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## 5. Stakeholder Engagement

### Disclosure 2-29 Approach to stakeholder engagement

2-29-a	Describe its approach to engaging with stakeholders.	<p>Heritage engages with a wide cross-section of stakeholders including employees, government, local government corporations, regulators, investment analysts, lenders, partners, contractors, suppliers, special advisors, industry associations, corporate entities (e.g. Atlantic LNG, National Gas Company, BP, Shell, EOG et c.), Energy Chambers, universities, primary &amp; secondary schools, media and our neighbouring communities.</p> <p>It is through proactive engagement with key stakeholders that we obtain diverse feedback and insights that help us to identify sustainability risks and opportunities and prioritise key ESG disclosures and initiatives.</p> <p>In FY2022, Heritage undertook its first Community and Social Impact Assessment to measure key engagement indicators.</p> <p>The survey will be done every other year with the ensuing period being used to strategically address issues gleaned from the analysis.</p> <p>Similar to the Community Engagement Survey, Heritage also undertakes its Employee Engagement Survey which also measures and tracks key employee engagement indicators. The information also informs the engagement strategy, projects and initiatives.</p> <p>Government engagement takes place at the Parliamentary, Ministerial and Local Government levels. Quarterly meetings are held with Members of Parliament, as a means of sharing information, issues identification, consultation and tracking. On a Ministerial level, such engagements are also regular and ongoing. Areas for more synergistic partnerships are identified and advanced through these engagements, e.g. we have been exploring the possibilities to deepen partnerships with the Ministries of Local Government, Agriculture and Youth Development and National Service.</p> <p>At the Local Government Level, we meet and partner regularly with Local Government Mayors, Chairmen, Councillors and other representatives. We have partnered with Local Government on initiatives aligned with the company's sustainability focus.</p> <p>Regulators - Stakeholder meetings are conducted for key projects as required by the Certificate of Environmental Clearance (CEC) process.</p>
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Disclosure 2-30 Collective bargaining agreements		
2-30-a	Report the percentage of total employees covered by collective bargaining agreements;	Heritage's employees are not covered by collective bargaining agreements. There is no labour agreement between a union representing employees and Heritage as the employer.  Employee conditions and benefits are developed by Heritage Management and approved by the Board of Directors and the Corporation Sole.
2-30-b	For employees not covered by collective bargaining agreements, report whether the organisation determines their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or are based on collective bargaining agreements from other organisations.	Not applicable. There are no employees covered by collective bargaining agreements. Working conditions and terms of employment are based on the same process.
GRI 3: Material Topics		
3.3	Management of material topics The reporting organization shall report how it manages anti-corruption using Disclosure 3-3 in GRI 3: Material Topics 2021.	Anti-corruption is managed as per the process outlined in the <a href="#">Anti-Bribery, Corruption and Fraud Policy</a> at the TPHL level.
Flaring	Describe actions taken to: manage flaring and venting and the effectiveness of actions taken.	Heritage currently has two flares one located on GP1 Platform in the East Soldado Field and the other on the Mobile Offshore Production Unit (MOPU) in the Southwest Soldado Field. The amount of gas flared is monitored daily. There is currently venting of gas in our Land and Midstream Operations. The measured data for both flares and vents are used to determine our Scope 1 GHG emissions.  In September 2023 the Offshore Business Unit (OBU) GP1 Flare was recommissioned contributing 22% methane reduction out of the overall target of 30% by 2030. The company has plans to apply a methane reinjection project at Gathering Station 37 to achieve a further 5% reduction beyond the 22% methane reduction, bringing us to 27% - and to eliminate flaring at GP1 through methane reinjection to Platform 14.
Material topic area - climate adaptation, resilience, and transition	Describe policies, commitments, and actions of the organization to prevent or mitigate the impacts of the transition to a low-carbon economy on workers and local communities.  <ul style="list-style-type: none"> <li>• Report the level and function within the organization that has been assigned responsibility for managing risks and opportunities due to climate change.</li> <li>• Describe the board's oversight in managing risks and opportunities due to climate change.</li> <li>• Report whether responsibility to manage climate change-related impacts is linked to performance assessments or incentive mechanisms, including in the remuneration policies for the highest governance body members and senior executives.</li> <li>• Describe the climate change-related scenarios used to assess the resilience of the organization's strategy, including a 2°C or lower scenario."</li> </ul>	Climate-related risks were all identified in the GHG Emissions Inventory in Heritage Petroleum Company Limited  2020 and 2019 to Heritage's Leadership. The GHG Reduction Assessment prepared in 2020 and the Climate Transition Framework - are relevant to direct operational emissions.  Under the new strategy (from 2024 to 2029) - the intention is to have a more robust transition plan, factoring in our key learnings from our GHG reporting and other insights gained over the past two years. We will be better able to set and declare policies, commitments and actions to the wider public.

## 200 Series Economic Performance 2016

### GRI 201 - Economic Performance 2016

201-1	Direct economic value is generated and distributed.	<p>Numbers from Audited Financial Statements:</p> <p>Revenues generated from contracts with customers of \$9101 million and \$10160 million for years ended September 30, 2023, and September 30, 2022, respectively.</p> <p>Economic value distributed comprised of adjusted Cost of sales (excludes non-cash accounting treatments, community investments, taxes, levies and employee wages and benefits) of \$4213 million; Community Investments \$4 million; Payments to Providers of Capital \$694 million; Administrative expenses other than employee wages and benefits \$82 million. Operating profit was \$2714 million and \$3701 million for the years ended September 30, 2023, and 2022 respectively. Operating profit as a percentage of revenues was 30% and 36% for years ended September 30, 2023, and September 30, 2022 respectively. Profit for the period reached \$1480 million and \$1113 million for years ended September 30, 2023, and September 30 2022 respectively.</p> <p>Total employee wages and benefits for year ended 30 September 2023 was \$280 million. Interest paid for year ended 30 September 2023 amounted to \$705 million. Payments to the Government due and payable for period ended 30 September 2023 amounted to \$ 2767million in the form of Supplemental Petroleum Tax Petroleum Profits Tax Royalties and Levies.</p>
201-2	Financial implications and other risks and opportunities due to climate change.	Heritage has assessed risk due to climate change impacts such as rise in sea level, severe weather events, and geological events in its environmental aspect impact register which can result in an impact on the company's operations revenue and expenditure.
201-3	Defined benefit plan obligations and other retirement plans	<p>Heritage provides deferred annuity plans as part of its benefits package to its employees.</p> <p>In the deferred annuity plan the employees contribute 5% and Heritage contributes 10% of the employee's base salary. In deferred annuities, the employee contributes to the individual annuity to which he/she owns, and Heritage contributes to the corporate annuity which Heritage owns on the employee's behalf. The annuity enrolment is mandatory based on Heritage's terms and conditions of employment. The employees' individual annuity gives each employee the choice of three (3) funds into which to invest the contributions. The funds range from aggressive to balance to conservative portfolios.</p>
201-4	Financial assistance received from the government	The Company did not receive any Government assistance for the year ended 30 September 2023.
201-4	Presence of any government in the shareholder structure and to what extent.	The Corporation Sole is the ultimate beneficial owner of all Subsidiary companies.

### GRI 202 - Market Presence 2016

202-1	Ratios of standard entry-level wage by gender compared to local minimum wage	<p>The minimum wage of \$20.50 is governed by the Minimum Wage Act that pertains to workers/positions in certain sectors of the economy.</p> <p>Heritage is part of the Local Energy Industry, which is a specialized market within which salaries, benefits, and allowances are influenced by other variables including market conditions resulting in Heritage employees being paid above the minimum wage.</p> <p>However, to maintain Heritage's competitive advantage, the ratios of standard entry-level wages cannot be publicly disclosed.</p>
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202-2a	The proportion of senior management hired from the local community.	<p>Local Community is defined as all of Trinidad and Tobago.</p> <p>Senior Managers are defined as the Executive Management Team at Heritage. Based on this definition 94% of our Senior Managers are from the local community.</p> <p>Local Community is defined as all of Trinidad and Tobago.</p> <p>A significant location of operations is across the southern hemisphere of Trinidad with work sites located at Point Fortin, Santa Flora, Guayaguayare, Pointe-a-Pierre, Forest Reserve, Penal and Port -of Spain.</p>
<b>GRI 203 – Indirect Economic Impacts 2016</b>		
203-1	Infrastructure investments and services supported	<p>The Company has invested in its forward drilling programme and workover campaigns, which focus on production-winning and production-sustaining activities. Additionally, the Company continues to execute its asset integrity plans on plants and pipelines, automation and technology initiatives.</p> <p>The continued upgrade of the company's infrastructure has provided short-term employment for residents throughout the company's operating fenceline by partnering with community stakeholders and contractors. Additionally, Heritage has invested in the reconstruction of the Palo Seco Velodrome which is expected to have both tangible and intangible social and economic benefits to the communities within the southwestern peninsula.</p>
<b>GRI 204 – Procurement Practices 2016</b>		
204-1	Proportion of spending on local suppliers	<p>For the reporting period of 2022 to 2023, the percentage of the procurement budget spent on suppliers local to our operations is 96.26% (\$ 1,855,698,430) local vendors and 3.74% (\$72,090,815) foreign vendors. In the context of Heritage, 'local' is defined as vendors located within the boundaries of Trinidad and Tobago. Although Heritage's assets are located in the southern part of Trinidad, this is not a determining factor in where the company sources its goods and services. Vendors from all areas of Trinidad and Tobago are given an equal opportunity to bid for the supply of goods &amp; services. The company, however, does assist in the development of vendors located within its neighbouring communities.</p>
<b>GRI 205 – Anti-corruption 2016</b>		
205-1	Operations assessed for risks related to corruption.	<p>Heritage's Enterprise Risk Management Framework assesses the risks related to corruption in the company. The requirement for mitigation of bribery, corruption and fraud is outlined in the <a href="#">TPHL Anti-Bribery, Anti-Corruption and Fraud Policy</a>.</p> <p>The significant risks for fraud occur within the procurement and tendering process - bid rigging, collusion, bid leakages, and vendor preferential treatment. Controls have been implemented to reduce the risks.</p> <p>The Environmental and Regulatory Compliance team is currently implementing software to better manage the reporting of risks and this will be fully implemented in FY23/24. Internal Audit also considers the risk of fraud and corruption during its annual risk assessment and on each audit engagement.</p>
205-2	Communication and training about anti-corruption policies and procedures.	<p>Policies are on our intranet site. Our Whistle-blower platform was also launched in 2022 internally but the URL is accessible by anyone. All policies are available via the whistle-blower platform. We include compliance with our policies in all sponsorship arrangements entered into by the Company.</p> <p>All Directors have received formal training on the organization's anti-corruption policies and procedures in 2021 and 2022.</p>
205-3	Confirmed incidents of corruption and actions taken	No confirmed incidents.

<b>GRI 206 - Anti-competitive Behaviour</b>		
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices.	No legal actions are pending or completed during the reporting period.
<b>GRI 207 - Tax 2019</b>		
207-1	Approach to tax	<p>The company operates within the various tax legislations of Trinidad and Tobago.</p> <p>Tax legislation is periodically reviewed to be in alignment with the Finance Act (annually) to ensure tax practices are consistent with the laws as there are regular reviews of various legislations. Furthermore, tax payments comply with the various tax legislations, ensuring all liabilities and deadlines are met (payments and returns).</p>
207-2	Tax governance, control, and risk management.	<p>The Chief Financial Officer is the executive-level position within the organisation accountable for compliance with prevailing legislation and the execution of the Company's Tax Strategy.</p> <p>The approach to tax is embedded through compliance with the various legislations and risks are identified managed and monitored every month by Management and annually through Audit Review. Compliance with the tax governance and control framework is evaluated through the engagement of external experts (Ernst and Young) who annually express an opinion on the governance and controls embedded in the tax process. The assurance process for disclosures on tax is done through external review via audits.</p> <p>The Chief Financial Officer is the executive-level position within the organisation accountable for compliance with the tax strategy.</p> <p>The approach to tax is embedded through compliance with the various legislations and risks are identified, managed, and monitored through training and audit review.</p> <p>Compliance with the tax governance and control framework is evaluated through the engagement of external tax experts (Ernst and Young). The assurance process for disclosures on tax is done through external review via audits.</p>
207-3	Stakeholder engagement and management of concerns related to tax.	Heritage engages mainly with the Board of Inland Revenue for matters, such as seeking Tax Clearance Certificates and consultation on practical tax matters.
207-4	Country-by-country reporting	<p>Heritage is locally operated and therefore pays taxes within Trinidad &amp; Tobago.</p> <p>Total tax payments, in the form of Supplemental Petroleum Tax, Petroleum Profits Tax, Royalties and Levies due and payable for the year ended 30 September 2023 was \$2.77BN.</p>
<b>300 Series (Environmental Topics)</b>		
<b>GRI 302 - Energy 2016</b>		
302-1	Energy consumption within the organisation.	<p>Energy is consumed by Heritage in the form of electricity and combustion of diesel and natural gas. Electricity is used primarily to power our administrative buildings and our onshore production facilities. Diesel and natural gas are used to mainly power our Offshore Facilities and intermittently for Land Facilities. Diesel and gasoline fuel are also used for the operations of vehicles on Land (onshore).</p> <p>The electricity consumption is determined by the national electricity distribution company, the Trinidad and Tobago Electricity Commission's ("T&amp;TEC") metering system.</p> <p>The vehicle fuel consumption is determined based on the amount of gas purchased at the designated gas pumping stations.</p>



302-1	Energy consumption within the organisation.	<p>Energy Consumption for the fiscal year 2023 throughout Heritage was as follows:</p> <p>Electricity - 37,146 MWh</p> <p>Fuel Combustion (Stationery Sources) - 3,165,290.19 MMBTU</p> <p>Fuel Combustion (Mobile Sources)- 303,224.84 MMBTU</p> <p>No electricity, heating, cooling and steam are sold by the organization.</p> <p>Only steam is generated by the company for the use of recovering oil from wells located on land. There are currently two (2) steam generators operated by the company. The energy consumed for the reporting period in generating the steam is 368.43 BTU.</p> <p>The company does not consume any renewable fuel.</p>
302-2	Energy consumption outside of the organisation.	<p>The organisation currently does not have the means of monitoring all energy consumption outside the organisation. Energy consumption in the form of electricity is measured for our Joint Venture and Alliance &amp; Contracts Operations as follows:</p> <p>Electricity consumed by Joint Venture Partners: 32,901.69 GJ</p> <p>Electricity consumed by Alliance &amp; Contract Operations: 35,940.20 GJ</p> <p>The electricity accounted for is non-renewable.</p>
302-3	Energy intensity.	Energy intensity for the reporting period was 0.418 GJ/bbl
302-4	Reduction of energy consumption.	<p>There were no reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives.</p> <p>There were no reduction initiatives that were implemented in the reporting period that have the potential to significantly contribute to reductions. However, the company has been undertaking initiatives to utilise alternative renewable energy (solar) sources for lighting in specific areas within the organisation.</p>
302-5	Reductions in energy requirements of products and services.	Measurement and reporting of reductions in energy consumption were not determined during the reporting period.

### GRI 303 – Water and Effluents 2018

303-1	Interactions with water as a shared resource.	<p>Like all oil and gas companies, we use water in key aspects of our operations. Water is consumed in waterflooding, steam flooding, drilling, fire systems, and other industrial uses such as administrative buildings and we also supply to local communities for potable use. Vandalism, unauthorized usage, leaks, and mechanical failures pose a significant water impact on the organisation.</p> <p>The company currently does not engage with its suppliers on water management practices. Heritage provides its water from the withdrawal of water from local water wells.</p> <p>Water is drawn from local water wells (groundwater) located in Coora/Quarry, Forest Reserve/Parrylands, Fyzabad, and Palo Seco. The withdrawals for 2023 are as follows:</p> <p>Coora/Quarry - 411.45 megalitres</p> <p>Forrest Reserve/Parrylands - 451.77 megalitres</p> <p>Fyzabad - 199.73 megalitres</p> <p>Palo Seco - 267.35 megalitres</p> <p>The organisation has recently applied for twenty-three licenses from the Water and Sewage Authority (WASA) of Trinidad and Tobago for the extraction of water from the existing groundwater wells. Implementation of terms and conditions from WASA would assist with reducing water-related impacts. The company continues to monitor the quality of water supplied from all domestic water treatment plants.</p>
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303-1	Interactions with water as a shared resource.	<p>There are no known areas where the organisation operates that have water stress. The Water and Sewage Authority (WASA) would provide notice to the public and may prohibit or restrict the use of its water at a country level. Heritage will be aware of these restrictions and be prudent in its use of water resources. The company has not currently conducted any studies to understand areas that may be water-stressed but plans to continue to track and evaluate its Water Management processes.</p> <p>Produced Water Effluent is discharged at the Tank Farms as follows:</p> <ul style="list-style-type: none"> <li>• Permitted Tank Farms -</li> <li>• Pt. Ligoure Tank Farm</li> <li>• Point Fortin Central Tank Farm</li> <li>• Guayaguayare Tank Farm</li> <li>• Non-permitted Tank Farms -</li> <li>• Barrackpore Tank Farm</li> <li>• Adventure Tank Farm).</li> <li>• Non-permitted Tank Farms - Bernstein Los Bajos and Main Field Tank Farms are sent to the Los Bajos Treatment Plant for processing and then discharged into the environment.</li> <li>• Sewage (Black Water) Wastewater is discharged Offshore at the following locations. These platforms have the Redfox sewage treatment units to treat the blackwater to meet the Water Pollution Rules 2019. These are tested quarterly.</li> <li>• East Field Platforms 19 and 21</li> <li>• Main Field Platforms 3 and 4</li> <li>• North Field Platform 23 &amp; Compressor Platform 4 (C.P.4),</li> <li>• South West Field Riser Platform 13 (R.P.13) &amp; Remote Deck 1 (R.D.1)</li> </ul> <p>Drilling Fluid Wastewater is discharged into lined drilling pits constructed during drilling for Land Drilling Operations. This is then tested and sent for treatment. Drilling Fluids are NOT discharged into the environment. Drilling fluids are discharged into waste pits and then liquids are treated by a third-party contractor and then the pits are closed according to a Certificate of Environmental Clearance.</p> <p>For the reporting period, the company did not set any water-related goals and targets. We also have not done any studies to understand which areas may be water-stressed.</p>
303-2	Management of water discharge-related impacts.	<p>Produced water discharges from our operations are currently managed via the Water Pollution Rules, 2019; where water pollution permits have been issued to Heritage for three (3) facilities, the Point Fortin Central Tank Farm, Pt. Ligoure Tank Farm and Guayaguayare Tank Farms.</p> <p>Produced water from Heritage's Tank Farms at Los Bajos, Mainfield and Bernstein is transported via pipeline and treated at the Los Bajos Water Treatment Plant.</p> <p>For potable water, the water quality standard was guided by WASA (WHO standards 2011). The water quality standard includes the following quality:</p> <ol style="list-style-type: none"> <li>1) Bacteriological - Faecal Coliform</li> <li>2) Physical - Colour, Turbidity</li> <li>3) Chemical - Aluminium, Ammonia, Chloride, Copper, Hydrogen Sulphide, Iron, Manganese, Sodium, Sulphate, Total Dissolved Solids, Zinc, pH.</li> </ol>



303-3	Water withdrawal.	<p>Water is drawn from local water wells located in Coora/Quarry, Forest Reserve/Parrylands, Fyzabad, and Palo Seco. The withdrawals for 2023 are as follows:</p> <p>Coora/Quarry – 411.45 megalitres  Forrest Reserve/Parrylands – 451.76 megalitres  Fyzabad – 199.73 megalitres  Palo Seco – 267.35 megalitres</p> <p>Water withdrawal values are determined from flowmeters on well discharge as well as water treatment inlet and distribution to the field.</p>
303-4	Water discharge.	<p>Heritage has two (2) main sources of water discharges; produced and processed water discharges. Discharge Limits for Effluents are set by the Environmental Management Authority - Water Pollution Rules 2019.</p> <p>The volume of the effluent generated from the domestic water treatment plants in Heritage is currently not monitored.</p>
303-5	Water consumption.	<p>No external suppliers are used to provide water. Heritage produces its water for consumption. Water is consumed in waterflooding, steam flooding, fire systems and industrial use and we also supply to local communities for potable use.</p> <p>In FY23, Heritage consumed 612.44 Megaliters of water and supplied our neighbouring communities with 717.85 Megaliters of water.</p> <p>The company has not currently conducted any studies to understand areas that may be water-stressed but plans to continue to track and evaluate its Water Management processes.</p>
<b>GRI 304 – Biodiversity 2016</b>		
304-1	Operational sites owned and leased managed in or adjacent to protected areas and areas of high biodiversity value outside protected areas	<p>The area is used for oil extraction and as a corridor to transport oil and gas, housing numerous pipelines and their associated infrastructure. The land is entirely state-owned.</p>
304-2	Significant impacts of activities, products, and services on biodiversity	<p>Heritage's activities exist, in some areas, near to environmentally protected areas where there are some of Trinidad's wildlife and their habitat.</p> <p>None of Heritage's operations introduces invasive species or pathogens. The Offshore Business Unit has vessels that move within the fields and do not come from international waters. International shipping of Heritage's crude oil is handled by Paria Fuel Trading Company Limited. The Midstream Business Unit monitors the Ballast Water Discharge records for these international vessels.</p> <p>For FY 2023, there was one major oil spill of 300 barrels in Beach Field, Guayaguayare and Heritage engaged a wildlife specialist provider to support efforts in managing the impact on biodiversity. There was no significant impact (based on the GRI definition of significant) to the biodiversity of the surrounding environment.</p> <p>Oil spills from Heritage operations on land may have the potential to affect inland watercourses vegetation and faunal life. Additionally, Offshore spills may have the potential to affect marine life fish landing sites and mangrove habitats. However, Heritage responds immediately to contain and mitigate any impact from pollution (spill) events. Additionally, remediation of oil spill material removed from the site is conducted via an approved contractor company.</p> <p>We do due diligence to ensure organisms are impacted e.g. the use of an independent contractor, to survey the area collect any oiled animals, rehabilitate any impacted animals and then release them into the environment.</p>

304-2	Significant impacts of activities, products, and services on biodiversity	<p>If there is any spill incident the biodiversity impact will be of a short duration. Spills are cleaned up within 24 hours most times depending on the size of the spills. Heritage rehabilitates and monitors any affected areas and replants any areas as and when required.</p> <p>There are no known direct or indirect impacts of Heritage activities that have resulted in changes in ecological processes (as per GRI standards and definitions). As it is there are no known impacts to the salinity of groundwater within our operations. Drilling Fluids are contained in lined drill pits after the completion of drilling activities tested and then will be sent for disposal at approved disposal facilities.</p>
304-3	Habitats protected or restored	None of the areas listed under the EMA's Environmentally Sensitive Areas falls in Heritage's operations.
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	The only environmentally sensitive species that fall within Heritage areas of operation are the Ocelot (forested areas), Scarlet Ibis (Icacos), Trinidad Howler Monkey and the Trinidad White Fronted Capuchin that are found in the Trinity Hills Wildlife Sanctuary. Heritage does not have any study that identifies a number of species that exist in their operating fields.
<b>GRI 305 - Emissions 2016</b>		
305-1	Direct (Scope 1) GHG emissions.	<p>For 2023 the tCO2e for Heritage was 1,330,352.51 t CO2e.</p> <p>Direct (Scope 1) Emissions include the following gases CO2, CH4, N2O. HFCs and SF6 are also included in the data input for Refrigerants and Insulation in Electricals respectively. The approach for Scope 1 Emissions is Operational Control.</p> <p>The source of the emission factors in the calculator is the API standard, DEFRA 2022, Ecolnvent database and IPCC Guidelines 2006.</p> <p>The base year calculation is FY 2019.</p> <p>The total Scope 1 emissions during the base year was 1,669,690.39 t CO2e.</p>
305-1	Direct (Scope 1) methodologies, assumptions and/or calculation tools used	<p>The GHG Protocol has been chosen as the most suitable framework and standard for calculating and reporting our carbon footprint particularly through its Corporate Standard and Scope standards. It has been applied to calculate emissions from stationary combustion sources and purchased electricity.</p> <p>It has been applied to calculate emissions from stationary combustion sources and purchased electricity. Emissions are calculated using measured vented data.</p>
305-2	Energy indirect (Scope 2) GHG emissions.	<p>Indirect Scope 2 GHG emissions for 2023 was 20,327 tCO2e.</p> <p>Indirect Scope 2 Emissions includes the following gases CO2, CH4, N2O. HFCs and SF6 are also included in the data input for Refrigerants and Insulation in Electricals respectively. Operational Control/ Financial Control (electricity if purchased from the National Grid).</p> <p>The base year calculation is 2019. The total Scope 2 emissions during the base year was 24,634.04 t CO2e. This was the first year of an inventory completed for Heritage.</p> <p>The source of the emission factors in the calculator for scope 2 is the International Energy Agency (IEA) 2019 (emissions 2017) &amp; Defra Carbon Factors 2019 - Trinidad and Tobago's electric mix, which had an emission factor of 0.467kgCO2e/kWh in 2017.</p> <p>The GHG Protocol has been chosen as the most suitable standard for the organization's carbon footprint. It has been applied to calculate emissions from stationary combustion sources and purchased electricity. This standard has been reinforced by the API and IPCC Guidelines.</p> <p>There are no significant changes in emissions for scope 2.</p>



305-3	Other indirect (Scope 3) GHG emissions.	<p>Indirect Scope 3 GHG emissions for 2023 was 4,324.35 tCO2e.</p> <p>Scope 3 Emissions:  Purchased Goods 53.09 tCO2e  Employee Commuting 1,877.20 tCO2e  Wastewater treatment: 2,314.31 tCO2e  Business Travel: 79.76 tCO2e</p> <p>Carbon dioxide, methane and nitrous oxide are included in the calculation.</p> <p>The base year calculation is 2019. The total Scope 3 emissions during the base year was 51,861 tCO2e. This was the first year of an inventory completed for Heritage.</p> <p>The source of emissions factor for scope 3 was the Ecoinvent Database, DEFRA 2021 and API standards.</p>
305-4	GHG emissions intensity.	<p>Heritage GHG Intensity Ratio measured at 0.134 t CO2e/BBL</p> <p>Scope 1, 2 and 3 GHG emissions are included in the intensity ratio.</p>
305-5	Reduction of GHG emissions.	No significant reduction initiatives have been completed for the reporting period.
305-6	Emissions of ozone-depleting substances (ODS).	Emissions of ozone-depleting substances were not calculated during the reported period. Heritage does not produce, import or export any ODS.
305-7	Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions.	There are no significant Air Emissions required to be tested for the organisation for the reporting period.
<b>GRI 306 - Waste</b>		
306-1	Waste generation and significant waste-related impacts	<p>The waste generated at Heritage stems from its activities in its onshore and offshore exploration and production activities, transportation through pipeline networks, storage at crude storage facilities and administrative areas. Waste takes the form of solid, liquid or gas and comprises both hazardous and non-hazardous waste. All waste types have the potential to impact land, marine and riverine ecosystems and their biodiversity as well as pollute surface and groundwater sources.</p> <p>The main solid/semi-solid waste types are generated from the following sources:</p> <p>Spent drilling fluids, drilling muds and Drilling cuttings (Oil and water-based) from Exploratory drilling, development, and production of wells.</p> <p>Completion, workover, and stimulation fluids from completion and workover of production wells.</p> <p>Production pit/ drilling pit sludge/ oily sludge from Exploratory drilling, development, and production of wells and maintenance of assets.</p> <p>Basal sediments from Cleaning of tanks, earthen pits, and earthen pits.</p> <p>Oily liquids and slop oils from Exploratory drilling, development and production of wells, oil spill clean-up.</p> <p>Day-to-day operational waste including oily rags, filters, fluorescent bulbs, spent chemicals, scrap metal and laboratory waste.</p> <p>Any hazardous waste at Heritage is appropriately discarded through waste management contractors to an approved waste management facility to mitigate and eliminate any potential negative threats such as contamination of soil/vegetation water and people.</p>
306-2	Management of significant waste-related impacts	<p>Heritage uses collaboration in the value chain and business model innovation to help manage significant impacts from waste generation. This is done by utilising waste storage sites to store waste from spill-up clean-up sites and it is then treated by an approved waste management contractor.</p> <p>Circularity measures are limited as Heritage does not use raw materials to generate a product. However, during our drilling process, we utilise a closed-loop system to prevent drilling fluid waste generation. On the surface, the mud passes over the shakers and separates the drilling fluid (mud) from the cuttings. The cutting is discharged into the pit and the drilling mud is returned to the mud tanks and recycled.</p>

306-3	Waste generated	Our waste manifest and inventory system is in the early phases of implementation. For FY 23, from Heritage's waste inventory, we were able to account for the following quantities of waste generated: E-waste generated = 2,428 pieces of e-waste Bioremediation Waste = 8,638 cubic yards
306-4	Waste diverted from disposal	No waste was diverted from disposal during the reporting period.
306-5	Waste directed to disposal	Waste directed to disposal would be the same quantity of waste generated, as Heritage currently does not direct waste for reuse, recycling or recovery.
<b>GRI 307 - Environmental Compliance 2016</b>		
307-1	Non-compliance with environmental laws and regulations.	No existing non-compliance with environmental laws.
<b>400 Series (Social Topics)</b>		
<b>GRI 401 - Employment 2016</b>		
401-1	New employee hires and employee turnover.	The employee turnover rate was 5.93% for the period 2022/2023. In 2022/2023, Heritage hired 85 new permanent and fixed-term employees.
401-2	Benefits are provided to full-time employees that are not provided to temporary or part-time employees.	Housing Allowance, Motor Vehicle Allowance and Retirement Benefits are benefits provided to full-time employees.
401-3	Parental leave.	Returned to work: Maternity- 5 Females Parental- 6 Males; 2 Females  Still employed: Maternity- 5 Females Parental- 6 Males; 2 Females  Return to Work & Retention rates: Females - 100% Males - 100%
<b>GRI 403 - Occupational Health and Safety 2018</b>		
403-1	Occupational health and safety management system	Heritage's Health and Safety Management System is integrated within Heritage's Operating Management System (OMS) and is known as the Health Safety Security and Environment (HSE) OMS. The intention behind the integrated approach is to integrate HSE into all Business Units to effectively embed HSE into all of Heritage's work activity.  The HSE requirements were identified against the elements Heritage OMS Framework and an HSE Manual was developed to document the guidelines and describe the minimum requirements for compliance to promote continuous improvement by measurement and evaluation of performance against established standards and to prevent work-related injury ill health and damage to the environment.  Each element has a corresponding sub-element from which HSE policies procedures standards and guidelines were developed that outline the expectations and performance requirements for good HSE governance. Implementation of these HSE policies procedures etc are then handled by the responsible HSE team with the core competency in that field e.g. Occupational Health Crisis Management Environmental & Regulatory Compliance etc. Implementation Plans were developed with key milestones and implementation is currently in progress across Heritage.



403-1	Occupational health and safety management system	<p>The HSE OMS Manual was developed based on the ISO 45001 for an Occupational Health and Safety Management System and Trinidad and Tobago's, Safe to Work HSE Requirements and the Occupational Safety and Health Act Chapter 88:08 of the Laws of the Republic of Trinidad and Tobago.</p> <p>In Heritage, the HSE Leader holds overall accountability for the HSE OMS. He assures the development and implementation of the HSE OMS.</p> <p>The Leader is supported by a team of HSE Managers, each with responsibility for the implementation and administration of different aspects of the HSE OMS. There are five (5) core areas of responsibility – Environmental &amp; Regulatory Compliance, Occupational Health, Crisis Management &amp; Emergency Response, Control of Work and Operational Safety. They are then supported by teams of HSE Advisors who ensure that all Heritage persons are aware of and adhere to HSE performance requirements and aid and support in the implementation of the HSE OMS.</p> <p>The Environmental and Regulatory Compliance Manager with the OMS/EMS Advisor has specific responsibility for the administration and implementation of the HSE OMS. The implementation process involves preparation, planning, deployment and sustaining the implantation of the HSE OMS Manual and its associated procedures. This team conducts the following:</p> <ul style="list-style-type: none"> <li>• Coordinate the implementation,</li> <li>• Develop the implementation plan and milestones,</li> <li>• Conduct HSSE OMS Manual engagement workshops,</li> <li>• Assess the gaps and associated risks for the implementation,</li> <li>• Review the gap assessment with the leadership team,</li> <li>• Develop an annual action plan and detail how gaps will be closed,</li> <li>• Review the HSSE OMS Manual as required, and Performance manages the ongoing implementation plan.</li> </ul> <p>Essential to our OMS is a robust Health Management system (element 4.4 Health and Industrial Hygiene) focused on systematic health and occupational hygiene programmes improving health capabilities and promoting wellness of all our employees throughout all business units by comprehensively identifying assessing evaluating and controlling health and occupational hygiene risks. Heritage manages its operations to prevent harm to the health of its employees, contractors, visitors and neighbouring communities.</p> <p>The Occupational Health Team continues to drive improvement of health management systems in the organisation through the establishment of self-verification processes for several of its established procedures and through the active conduct of these self-verifications and checks by the HSE and Line to monitor the performance of health and industrial hygiene within the operations.</p> <p>Also included was a 2022/2023 Benzene exposure assessment at our Guayaguayare Tank Farm facility to re-evaluate occupational exposures of VOCs and chemical risk to Tank Farm personnel and an extensive industrial hygiene monitoring study for the OBU offshore operations to assess occupational exposures to physical and chemical hazards including those for noise vibration hydrogen sulphide and lighting with the Main East Main and North field offshore facilities. This allowed opportunities for improvements to be identified and implemented.</p>
403-2	Hazard identification, risk assessment, and incident investigation.	<p>The processes for hazard identification and risk assessment are outlined in Heritage's Control of Work Procedure and incident investigation is outlined in the Incident Management Procedure.</p> <p>The processes to identify work-related hazards are Behaviour-Based Safety Observations, Task-Based Risk Assessment, Hazard Identification Checklist for site visits, Self-Verification, Leadership Field Site Assessment, Inspections, Hazard Operability Studies, Management of Change, Technical Risk Assessment and Enterprise Risk Management Registers.</p> <p>The process for workers to report work-related hazards is as follows: SAP S4HANA, e-forms, Stop Work Authority, Submission of Hazard Identification Checklist, and HSE Committees. Actions arising out of the process are reported and tracked by the HSE Team. The HSE Team would review emerging risk data from employees and contractors to evaluate trends and possible interventions required. Work-related incidents are investigated via the Heritage Incident Reporting and Investigation Procedure.</p>

403-3	Occupational health services	<p>Heritage has a competent and certified in-house Occupational Health team comprising a registered Occupational Health Nurse and a physician who serves as our Medical Advisor.</p> <p>In 2022/2023, to reinforce our primary care medical emergency response capabilities, Heritage commissioned a Medical and Wellness station at Santa Flora in keeping with statutory requirements. Employees also have access to insured health coverage under the company's Health Plan whereby they can avail themselves of medical care benefits including preventative care services such as vaccinations, annual examinations, check-ups, counselling, vision and dental.</p> <p>Our annual flu shot programme was also successfully conducted whereby approved Ministry of Health flu vaccines were offered to our employees through an in-house programme.</p> <p>In 2022/2023 we also hosted several educational health sessions including those for; Heart Health; Money pox and Omicron Subvariants as global threats; Hearing Conservation; Hepatitis and Osteoporosis.</p> <p>We recognise the value of a strong health and wellbeing strategy that educates employees on achieving a balanced lifestyle and addressing workplace stress. To this end, we conducted 2 cycles of the Aerobics programme in 2023 at our Santa Flora and Penal locations which was offered during working hours.</p> <p>The team expanded its fresh fruit bowl programme under its Wellness Programme for 2023 to other locations which continued to provide free local and seasonal fruits to employees to supplement healthy diets while at work. As we aim to create a safe healthy and productive workspace, we also recognise mental health as a key component the company continues to offer free EAP services to our employees.</p> <p>Employee personal health data is only accessible to our in-house medical professionals. The data is stored on data encryption software programmes to maintain confidentiality and privacy of information. Decisions regarding any employee's medical fitness to perform their designated work activities or around their fitness for recruitment are informed by medical professionals through a review of empirical medical data and results.</p> <p>Occupational Health has established a secured Cloud storage supported by stringent IT data storage requirements with access restrictions limited to only its medical professionals. ALL Access to confidential health information including medical assessments and records is controlled by our medical professionals.</p>
403-4	Worker participation, consultation, and communication on occupational health and safety	<p>Heritage has established two (2) Health, Safety and Environment (HSE) Committees: one (1) HSE Steering Committee and one (1) HSE Sub-committee.</p> <p>These HSE Committees are an essential part of Heritage's safety management efforts. Managers and Supervisors can gain valuable assistance in their areas by a joint effort with their committee members.</p> <p>The HSE Sub-committee consists of non-management employees in various departments and business units to ensure adequate representation for each location/line.</p> <p>The HSE Sub-committee is established to facilitate company-wide representation. The HSE Steering Committee will comprise all Executive Leadership Team members, management representatives and employee representatives from the HSE Sub-committee. This committee will conduct quarterly meetings which will be chaired by the nominated chairman. The primary functions of the committees are:</p> <ul style="list-style-type: none"> <li>• To make recommendations for improvement to satisfy the Heritage's HSE Policy obligations. To provide a platform for consultation and involvement with employees through their representatives.</li> <li>• To provide a 'bottom-up' feedback communication loop to top management on the impact and effectiveness of the HSE policy, procedures, and programmes.</li> <li>• To assist Heritage in exercising oversight and governance of safety, health, welfare, wellness, and environment management.</li> <li>• To review measures taken by Heritage to ensure persons' health and safety at the place of work.</li> <li>• To participate in investigations, and inspections and take all reasonably practicable measures to resolve matters which a member of the committee or Heritage employee considers is not safe or is a health risk or which has been brought to the attention of the committee and or employer.</li> </ul>



403-4	Worker participation, consultation, and communication on occupational health and safety	<p>The organisation uses several platforms to engage worker participation and consultation regarding the occupational health and safety systems including HSE Committees, contractor engagement sessions, procedure reviews, leadership site field assessments and self-verifications.</p> <p>In 2022/2023, the Occupational Health team developed its Gas Detection Equipment Management Procedure Respiratory Protection Procedure Arrangements for Pregnant and Nursing Mothers Procedure all of which were developed, and peer-reviewed by personnel from various strata within the organisation to solicit input into the development of health and industrial hygiene procedures. The team also led an engagement booth for employees and contractors at its first Safety Week and Safety Village event in April 2023.</p>
403-5	Worker training on occupational health and safety.	<p>Occupational Health and Safety Training is an ongoing process within Heritage which includes the delivery to our employees and contractors through HSE induction contractor forum meetings as well as scheduled training delivery on established health and occupational hygiene programmes and procedures which aim to improve worker knowledge to recognise, evaluate and effectively control health risks within the organization.</p> <p>In 2022/2023 these included several training and awareness sessions delivered to employees and contractor personnel on Office Ergonomics Procedure where 414 persons were trained, Chemical Management Procedure where 126 persons were trained, Manual Handling Procedure; 162 personnel were trained Gas Detection Equipment Management Procedure where 104 persons were trained, Fatigue Management Procedure where 519 persons were trained and Gas Detection Equipment Management Procedure where 102 persons were trained.</p>
403-6	Promotion of worker health.	<p>The requirements for Occupational Health are outlined in Sub-element 4.4 - Health and Industrial Hygiene of the OMS. Heritage also has a dedicated team that identifies and addresses the risks associated with occupational health. During 2020/2021, Heritage focused on outlining the procedures for the promotion of worker health.</p> <p>The procedures developed to accomplish this are:</p> <ol style="list-style-type: none"> <li>1. Fatigue Management.</li> <li>2. Fit for Work.</li> <li>3. Benzene Management.</li> <li>4. Drug, Alcohol and Substance Abuse</li> </ol> <p>The Occupational Health Team identified and delivered voluntary health programmes based on a review of medical plan usage by employees' analysis and review of medical data from local and international trends expressed employee concerns and initiative interest at feedback forums as well as those in recognition of global health observances and awareness days. Communication is done via the organisation's companywide email platform to promote participation.</p> <p>We recognise the value of a strong health and wellbeing strategy that reflects and strengthens our culture and educates employees on achieving a balance and addressing non-work-related health risks such as lifestyle and non-communicable diseases.</p> <p>To this end, we conducted, in 2022/2023 two cycles of aerobics programme at its Santa Flora and Penal locations. The team expanded its fresh fruit bowl distribution service to the OBU team in Point Fortin and continued service to the Penal and Forest Reserve locations. The team also delivered several knowledge imparting lunch and learn sessions on the following health themes; Heart Health; Money pox and Omicron Subvariants as global threats; Hearing Conservation; Hepatitis and Osteoporosis.</p> <p>The company's first blood drive was done in recognition of World Blood Donor Day communicated and coordinated via the company's mainstream email platform. These activities are all voluntarily offered aimed at improving both the physical health and mental health of our employees whilst encouraging positive health behaviours which can help employees to reduce the risk of health problems and prevent the onset of chronic diseases.</p>

403-6	Promotion of worker health.	<p>Employees were encouraged to utilise the preventative care benefits services through the company's health plan as personal efforts for screening against non-communicable diseases etc. This year the Occupational Health Team also continued to use our mainstream communication platform where health-related topics such as Cancer, Down Syndrome and Self-care were emailed to the organisation through our Corporate Communications Department.</p> <p>Heritage also hosted its first blood donation drive in June 2023 which was done in partnership with the local Southwest Regional Health Authority (SWRHA) under the Ministry of Health it was a tremendous success in contributing to the community's well-being twenty (20) pints of blood were collected from employee donors. The company also held a fun run and walk event to encourage team building and strengthen health and well-being within the company at which the Occupational Health team led a health check station where employees were free to avail themselves of health screenings.</p> <p>Employee access to non-occupational medical and healthcare services is offered via the company's EAP provider PEAPSL and company health plan.</p> <p>In 2022/2023 Employees were encouraged to utilise the preventative care benefits services through the company's health plan. Through the company EAP provider, PEAPSL employees can also utilise its services for several non-occupational counselling and consultation issues.</p>
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships.	<p>Prevention and mitigation of occupational health and safety impacts directly linked by business relationships are managed primarily through the enterprise risk framework in which health risks are comprehensively identified assessed and appropriate control measures are identified and performance is managed to reduce the gross risk to the organization. Organisational health risks and their respective controls and mitigations are captured and managed in the HSE Risk Register.</p>
403-8	Workers are covered by an occupational health and safety management system.	<p>All Employees and contractors are covered by Trinidad &amp; Tobago's Occupational Safety and Health Act, 2004 amended 2006 requirements.</p> <p>The Heritage HSE OMS Manual applies to the organization's employees and workers who are not employees but whose work and/or workplace is controlled by the organization.</p> <p>As guided by the Occupational Health Manager, health and safety data on several non-employee workers (contractors) covered by the organization's health and safety management system is to be obtained by the HSE Operations Manager i.e. Contractor Management Advisor.</p> <p>The approach for internal audits for the occupational health management system is governed by; a) the systems and processes of the Internal Audit Department; OMS Element 9.1 and b) the internal audit element under ISO14001:2015</p>
403-9	Work-related injuries	<p>HSSE Performance Metrics – See page 24 in the ESG Report.</p> <p>Rates were calculated based on 200,000 hours worked per the OSHA 1904 Standard.</p> <p>Hazards were determined using our Enterprise Risk Framework/ Process. Hazards that pose a risk of high-consequence injury are dropped objects, loss of control of heavy vehicles, fire, contact with electricity, gas releases, hydrocarbon/chemical exposure, vessel collision, work at heights, contact with/caught between mechanical and rotating equipment, manual handling, rigging &amp; lifting operations, uncontrolled release of mechanical, hydraulic and pneumatic energy, pressure vessel failure.</p> <p>One (1) High Consequence Injury occurred as a result of a dropped object. The corrective actions implemented were as follows:</p> <p>Required Dunnage, Stanchions and Chucks acquired in accordance with API PR5C1 standard.</p> <p>Preventative Maintenance and Self Verification Program for all Pipe Racks, stanchions, dunnage and chucks developed/implemented.</p>

403-9	Work-related injuries	<p>SOP established for the pipe yard operations for stacking and storage of pipelines, casings, tubulars, etc. inclusive of utilizing onsite pipe racks, proper stanchions, dunnage and chucks.</p> <p>Emergency Response Plan for Pipe Yards.</p> <p>Risk Assessment for the pipe yard operations completed and includes requirements for: - Performing Authority Personnel to be trained on the required tools and equipment and are acceptable based on best practices and standards focusing on (and not limited to) chucks, dunnage, stanchion, pipe rack construction, and API RP5C1. - Subject Matter Expert (SME) and/or Single Point Authority/Accountability (SPA) must be assigned to supervise, monitor and self-verify the activities at the pipe yard.</p> <p>Engineering controls have been applied to minimize the hazards/risks at the source where practical. Asset Integrity and Maintenance programmes have been developed and implemented which include the change out of equipment as required. Control of Work Systems has been developed and implemented across the organisation with ongoing training and development. Self-verification checks / Audits, Hazard Identification / Risk Assessments, Safe Operating Procedures, and sharing of Lessons Learned have been implemented. Process Safety Management Systems have been developed and implemented which includes the Management of Change process, HAZOP and Pre-start Up Safety Reviews.</p> <p>Data is compiled in accordance with OSHA 1904 Standard. Contractor Data:</p> <p>Restricted Workday Cases - 9  Medical Treatment Cases - 8  Lost Time Injuries - 4  Employee Data:  Restricted Workday Cases - 1.</p> <p>FY 23 OSHA Recordables - Lost Time Incident Frequency Rate (incidents per 200,000 work hours): 0.21</p> <p>The number of close calls (near misses) during the reporting period (FY23) was one hundred (100). There were one (1) High-Potential Work-Related Process Incidents for the reporting period (FY23).</p> <p>For the worker-related injury table, HSSE Performance Metrics See the attached document.</p> <p>In Heritage, a wide range of chemicals are utilised to support the continuity of our business operations. During the period 2022/2023 a total of 3 work-related first aid incidents were recorded as a result of exposures to the following chemicals; GT-7592 (hydrate inhibitor) xylene and crude oil. GT-7592 is characterised by the following chemical hazards highly flammable skin and eye irritant and respiratory sensitizer primarily resulting in acute effects. Xylene is also a known skin and eye irritant respiratory sensitizer with narcotic effects. Crude oil is also highly flammable a skin and eye irritant and a respiratory sensitizer resulting in acute exposure and may cause cancer due to chronic exposure.</p>
403-10	Work-related ill health	HSE Performance Metrics - See page 24 in the ESG Report.
<b>GRI 404 - Training and Education 2016</b>		
404-1	Average hours of training per year per employee	<p>FY 2022/2023</p> <p>Employee Category:</p> <p>Executive Leadership - 50  Managerial - 43  Lead - 41  Supervisory - 36  Senior Professional - 49  Professional - 40  Senior Technical - 32  Technical Administrative - 35  Support - 29</p>



404-2	Programs for upgrading employee skills and transition assistance programmes	<p>Training &amp; development activities are aligned with needs assessment and organizational initiatives. FY 2022/2023:</p> <p>40-Hour Mediation Skills Workshop; 7 Habits of Highly Effective People Essentials; AAPG Deepwater Sedimentary Short Course and Field Trip Access; IT Essentials Certification; Advanced Microsoft Excel; Advanced Risk-based Auditing; ALJGSB ESG Conference and Workshop; An Analysis of Industrial Court Judgements July - December 2021; An Analysis of Industrial Court Judgments January - June 2022; An Analysis of Industrial Court Judgments on Constructive Dismissal Analytical Instrumentation Workshop; API 570 Pipeline Inspector Associate Safety Professional (ASP) &amp;/or the Certified Safety Professional (CSP) Examination Preparation Course, Auditing Third Party Risks Authorized Gas Tester; Basic Excel; Basic Scaffold Inspection Training; Bowtie XP and Incident XP Training ,Building a Deep Leadership Bench Virtual Conference; CAOHC Certification Course; Certified Associate Project Management; Certified Six Sigma Green Belt Change Management Certification; CISCO Certified Networks; Associate CMRP Workshop/ Certified Maintenance &amp; Reliability Professional (CMRP); Combo Process Safety Management Compliance and Compliance Auditing Compliance Risk &amp; Responsibilities; CompTIA Network Plus Certification; Contract Law Training; Corrosion ManagementData Analytics &amp; Sampling Methods for Internal Auditors; Defensive Driving; Economic Evaluation Methodology Email and Business Writing Skills; Employee Relations Training; EMR Training; Energy Insurance &amp; Risk Management Course Enterprise Risk Management Software Admin Training; ESG Cybersecurity and Anti-Money Laundering Facility Management Professional (FMP); Fire &amp; Gas Detection Mapping Fire Warden Training; Fleet Awareness Focusing on What Matters with HR Metrics. Fortinet's Accelerate Conference; Franklin Covey - The 5 Choices of Extraordinary Productivity; Fundamentals of Engines &amp; Compressors General HSE Awareness &amp; Basic Emergency Response Hazard Identification and Task-Based Risk Assessment Training; Hazardous Waste Management For Laboratories; Helpdesk Habits Hybrid Event; How to Become a Game Changing EA in the Digital Age; ICATT Preparation of a Current Audit File Workshop; ICATT Withholding Tax Training; ICATT Annual International Finance &amp; Accounting Conference ICATT, Preparing &amp; Analyzing Financial Statements Webinar; ICATT's Audit &amp; Fraud Investigation Analytics &amp; Detection ICATT's Code of Ethics in Business Webinar; ICATT's IFRS &amp; IFRS for SMEs Webinar; ICS Training; IFRS &amp; IFRS for SMEs IIA 2023 International Conference IIATT; 2023 Anniversary Week Improving Audit Committee Effectiveness; Incident &amp; Accident Investigation &amp; RCA; Intermediate Microsoft Excel Training; International Maritime Organization Model Courses - Levels I &amp; II; International Oil and Gas Law Contracts and Negotiations; Inventory &amp; Warehouse Management for Business Professionals Investigative Interviewing &amp; Report Writing Workshop; ISO 14001 &amp; 45001 Combined Lead Auditor (QMII); ISO 14001 Lead Auditor Refresher Training; ISO 31000 Enterprise Risk Management Training; Issues Management &amp; Media Workshop; Key Performance Indicator Associate Certification; Leadership Development Programme Leading &amp; Communicating With Emotional Intelligence; Live2LeadMaritime Security Officer ,QMII Masterclass on Operational Excellence Mastering; FIDIC Contracts Management Mastering Technical Report Writing; MBAL Software Training; Mediation Skills Practical Workshop; Microsoft Access ,Microsoft Project Mobile Crane &amp; Rigging Inspector Training; Negotiation Mastery - Harvard Business School Online Network+ Certification Oil &amp; Gas Industry 101 - Oil &amp; Gas for Non-Oil &amp; Gas professionals Onshore Pipeline Facilities, Design Construction and Operations; Oxford Executive Finance Programme; People Analytics for HR; Petroleum Measurement Training; PHAST Training; PMP Certification Course; Pore Pressure Fracture Pressure and Well-Bore Stability Training; Power BI Practical Mediation Skills Workshop; Process Safety Training Procurement &amp; Contract Management for the Public Sector; Project Management for Business Professionals; Public Procurement and Disposal of Public Property Act Training; Public Speaking &amp; Presentation Skills Rigging &amp; Lifting Ross Crain Courses SAP, EAM Scope Development Training; Solar Turbine Training; SPE LACPEC 2023; SPWLA 2023 Annual Symposium Strategic Brand Management Strategies for Building Winning Brands; Strategic Talent Acquisition Strategy Execution Workshop Strategy Plus (S+); 2023 Annual Caribbean Strategy Summit (CSS); Supervisory Management Training Symphony; VMS Technical Certification Termination on the grounds of ill, Health &amp; Medical Boarding; Understanding the Process Tools for Lead Auditors Understanding Oil and Gas Accounting; Vendor Management; Visit the Down Under - Geo Solutions; Office Water Sampling Techniques Withholding Tax Workforce Planning; Forecast Future Skills &amp; Gaps, Working at Heights Workplace Health &amp; Safety - The Supervisor's Role &amp; Responsibilities Writing Reports and Proposals.</p> <p>The EAP continues to be utilized by employees and their dependents. A transition plan for retirees is implemented as and when required.</p>
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404-3	Percentage of employees receiving regular performance and career development reviews	<p>The percentage breakdown of employees by gender and employee category who completed the performance review (as a percentage of total number of employees with completed performance reviews) is as follows:</p> <p>FEMALE:</p> <ul style="list-style-type: none"> <li>Executive Leadership - 1.03%</li> <li>Lead - 2.68%</li> <li>Managerial - 3.09%</li> <li>Professional - 14.23%</li> <li>Senior Professional - 5.15%</li> <li>Senior Technical - 5.77%</li> <li>Supervisory - 1.24%</li> <li>Support - 0.41%</li> <li>Technical/Administrative - 4.74 %</li> </ul> <p>MALE:</p> <ul style="list-style-type: none"> <li>Executive Leadership - 2.06%</li> <li>Lead - 4.54%</li> <li>Managerial - 4.33%</li> <li>Professional - 20.62%</li> <li>Senior Professional - 14.85%</li> <li>Senior Technical - 5.98%</li> <li>Supervisory - 3.71%</li> <li>Technical/Administrative - 5.57%</li> </ul>
<b>GRI 410 – Security Practices 2016</b>		
410-1	Please state the percentage of security personnel who have received formal training in the organization's human rights policies or specific procedures and their application to security.	NIL
410-1	Are employees of third-party organizations part of the calculations for security personnel?	Yes
<b>GRI 413 – Local Communities 2016</b>		
413-1	Operations with local community engagement, impact assessments, and development programmes	<p>The company has developed and engaged a database of community groups and leaders which is updated as required. There is information sharing and engagement on needs and recommendations for engagement as follows:</p> <p>HERO Scholarships - Four (4) Scholarships given to top-performing Primary School Students within Palo Seco and Santa Flora.</p> <p>HERE WE GROW - Seedling distribution to the Public in Point Fortin and Palo Seco Communities, also throughout the Primary &amp; Secondary Schools in the Neighbouring Communities (No. of Seedlings distributed - 20,000 seedlings, Primary Schools.</p>

413-2	Operations with significant actual and potential negative impacts on local communities	<p>The company engages in the following operations which can potentially have impacts on local communities as follows:</p> <ul style="list-style-type: none"> <li>• Drilling &amp; Workovers.</li> <li>• Spills and other incidents.</li> <li>• Field road access to the Public.</li> <li>• Pipeline Works(repairs/replacements).</li> <li>• Utilities (Electricity - some communities are using the Heritage Electrical supply) and Water supply also accessed by households.</li> <li>• Tank Farms / Gathering Stations /Pumping Jacks / Well Sites that are close to neighbouring communities (Noise, Access etc).</li> </ul> <p>Risk to communities would be their proximity to operations - while there are several households close to Heritage Assets, there are no known socioeconomic, social, or political negative impacts that have been documented.</p> <p>Regarding the shared resource- Access Roads, Utilities (electricity and water resources) - the company continues its engagement with neighbouring communities and other stakeholders (e.g. state entities such as local government corporations and WASA) and addresses any concerns as required.</p> <p>Regarding the Environmental impacts on local communities - Spills (Corp Communication will engage the affected community and provide assistance as required (e.g. meals relocation loss of earnings assessment/ repayment - ex gratia payment etc.) Economic - mechanisms for engaging community/smaller contractors are currently being developed.</p>
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## GRI 11 Oil & Gas Sector 2021

### Managing flaring and venting

11.11	Managing flaring and venting	<p>Heritage currently has two flares one located on GP1 in the East Soldado Field and the other on the MOPU in the Southwest Soldado Field. The amount of gas flared is monitored daily. There is currently venting of gas in our Land and Midstream Operations. The measured data for both flares and vents are used to determine our Scope 1 GHG emissions.</p> <p>In September 2023 the OBU GP1 Flare was recommissioned contributing 22% methane reduction out of the overall target of 30% by 2030. The company has plans to apply a methane reinjection project at Gathering Station 37 to achieve a further 5% reduction (in addition to the 22% - bringing it to a total of 27%) - and to eliminate flaring at GP1 through methane reinjection to Platform 14.</p> <p>(See body of report for more details).</p>
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### Direct (Scope 1) GHG emissions

11.15	Please report the percentage of gross direct (Scope 1) GHG emissions from CH4	<p>The percentage of gross direct (Scope 1) GHG emissions from CH4 is as follows: Methane based on direct measurement: 81.6%</p>
11.15	Please report the breakdown of gross direct (Scope 1) GHG emissions by type of source (stationary combustion, process, fugitive)	<p>Direct (Scope 1) Emissions for Stationary &amp; Mobile Combustion: Stationary Combustion - 195,174 tCO2e Mobile Combustion - 36,811 tCO2e Direct (Scope 1) Emissions for Venting &amp; Flaring: Emissions Based on Direct Measurements: Process (Vented - 937,290 tCO2e and Flaring - 8,845 tCO2e) Fugitive Emissions - 151,592 tCO2e</p>



Management of Material Topics		
11.2.1	Impacts of the transition to a low-carbon economy on workers and local communities	Not applicable currently the organisation has not developed a strategy for the transition to a low-carbon economy. Heritage is currently in the data-gathering and improvement stages.
	Responsibility for managing risks and opportunities	CEO, COO, Leadership and Managers
	Board's oversight in managing risks and opportunities	Any climate-related Major or High risk is reported to the Board via the Enterprise Risk Management Process. The Board Audit and Risk Sub-Committee has a routine cadence of meetings to review the status of High and Major Risks which is then reported to the Board of Directors through the sub-committee.
	Performance assessments or incentive mechanisms	Any identified Climate-related Risks are incorporated into the performance contracts of the Single Point Account able persons (where applicable this can be Leadership, Management etc) for the delivery of that action on persons Performance Contracts based on the strategic plans for the Fiscal year and Risk Registers & Mitigation Plans.
	Climate change-related scenarios	Not Applicable currently
11.2.2	<b>Financial implications and other risks and opportunities due to climate change</b>	
	Emissions potential for reserves	This has not been estimated currently and will be part of the future ongoing work relative to GHG Emissions.
	Internal carbon-pricing	The internal carbon-pricing and oil and gas pricing assumptions haven't been currently established and will be part of the future ongoing work relative to GHG Emissions.
	Impacts on Operations or Revenue	Climate change-related risks and opportunities have been identified in the different applicable Business Unit Risk Registers. Physical risks of climate change are those immediate threats that come from the physical environment.  Flooding, hurricanes, storms/major weather events, drought /water shortages - these are all symptoms of the climate crisis, and can all cause physical damage to people, and property. These directly impact the facilities such as Offshore Platforms, Tank Farms and Gathering Stations. Transitional risk comes from the potential cost to businesses with the introduction of policies, laws, and other regulations designed to address climate change. With the push globally and nationally for greener energy sources, governments are increasingly shifting their focus towards climate change mitigation and a look at renewable energy sources, and net-zero carbon emissions from energy producers. Liability risks arise from a failure to mitigate, adapt to, disclose, or comply with changing legal and regulatory expectations. Companies that pollute are exposed to potential litigation in the future.
	Percentage of capital expenditure	Not applicable currently. Projects are currently in the first stage of the Capital Value Process (i.e. Appraise Stage) therefore once the projects have been identified this fiscal year Capital Expenditure will be allocated.
Reduction of GHG Emissions		
11.2.3	Please report how the goals and targets for GHG emissions are set, and specify whether they are informed by scientific consensus.	The goals and targets for GHG emissions are guided by the Commitment made by Trinidad and Tobago as a party to the United Nations Framework Convention on Climate Change (UNFCCC) and a ratified signatory to the Paris Agreement. The Heritage Organisation and the Board of Directors are committed to contributing to the delivery of the National targets for reducing GHG emissions.  Based on the results of the Heritage GHG emissions inventory assessment and analysis in 2019, Heritage's carbon footprint measurements identify combustion, fugitive and vented emissions as the main contributors to GHG emissions. Heritage's Goal towards contributing to the National target of 15% GHG reduction is to achieve a 30% reduction by the year 2030 as identified in the Heritage Petroleum Company Limited Energy Transition Framework in 2021.
11.2.3	Please report the Scopes (1, 2, 3) of GHG emissions, activities, and business relationships to which the goals and targets apply.	The goal applies to Scope 1 and 2 emissions. Scope 3 projects have been identified and will be incorporated into future overall Goals to be set.

11.2.3	Please report the baseline for the goals and targets and the timeline for achieving them	Goals and Targets are to be evaluated and set upon the completion of the various studies (Venting Survey Methane Recovery Study etc). Heritage's Goal towards contributing to the National target of 15% GHG reduction is to achieve a 30% reduction by the year 2030 as identified in the Heritage Petroleum Company Limited Energy Transition Framework in 2021.
11.2.4	<b>Approach to public policy development and lobbying on climate change</b>	
	Approach to public policy development and lobbying on climate change	Heritage engages its regulators and Government Agencies (such as Environmental Management Authority and Ministry of Planning for example) regularly and is a key part of the engagement with key industry stakeholders and attends the various engagement sessions. Legal Counsel and E & RC Dept provides feedback on any public policy document sent from Government and/or Regulatory Agencies.
<b>Assessment of the health and safety impacts of product and service categories.</b>		
11.3.3	Actions taken to improve product quality	No action was taken to improve product quality to reduce air emissions. This would be more applicable for the end users who utilise gas and oil to create refined products.
<b>Management of material topics</b>		
11.4.1	Please describe policies and commitments to achieving no net loss or a net gain to biodiversity on operational sites; and whether these commitments apply to existing and future operations and operations beyond areas of high biodiversity value.	Heritage has an approved Biodiversity Management Procedure. There is also the National Environmental Policy (NEP) and Environmental Management Act 2000. The internal procedure states that Heritage activities are to be conducted with respect for all wildlife, their habitat and sensitive areas. Also, environmental baseline surveys should be conducted every five years within Heritage. Development of Environmental Sensitivity Mapping is conducted as well as Biodiversity Surveys every five years (previous company) and has commenced in the Offshore Business Unit. Biodiversity impacts are identified at the early stages of project development and an Environmental Management Plan document is submitted to the Regulators (Environmental Management Authority) as part of the submission for the Certificate of Environmental Clearance Process.
11.4.1	Has the application of the mitigation hierarchy informed actions to manage biodiversity-related impacts?	Application of the mitigation hierarchy has informed actions to manage biodiversity-related impact.
<b>Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.</b>		
11.4.3	Please report significant impacts on biodiversity concerning affected habitats and ecosystems	Despite already existing infrastructure, Heritage currently does not have any new projects that will significantly affect biodiversity. However, one biodiversity study will be done in a selected area yearly to adequately identify and assess changes to biodiversity from their operations as compared with historical data.
<b>Habitats protected or restored</b>		
11.4.4	Please describe how the application of the mitigation hierarchy, if applicable, has resulted in areas protected through avoidance measures or offset measures and areas restored through on-site restoration measures or offset measures.	The mitigation hierarchy is a widely used tool that guides users towards limiting as far as possible the negative impacts on biodiversity from development projects. It emphasises the best practice of avoiding and minimising any negative impacts, and then restoring sites no longer used by a project, before finally considering offsetting residual impacts. Response- Yes. Pipelines are installed using existing right of ways. The use of new areas is also minimised in selecting well sites for drilling. cutting of vegetation is always kept to a minimum in the operations. There are plans by the drilling department to replant trees in last year's drilling locations.
<b>Waste generated - Breakdown of various waste streams</b>		
11.5.4	Please include a breakdown of the following waste streams: drilling waste, scale and sludges, and tailings.	No data is available.

<b>Waste diverted from disposal - Breakdown of various waste streams</b>		
11.5.5	Please include a breakdown of the following waste streams: drilling waste, scale and sludges, and tailings.	No data is available.
<b>Waste directed to disposal - Breakdown of various waste streams</b>		
11.5.6	Please include a breakdown of the following waste streams: drilling waste, scale and sludges, and tailings.	No data is available.
<b>Water discharge</b>		
11.6.5	Please report the volume in megalitres of produced water and process wastewater discharged.	Point Fortin Central discharges approximately 14,000 cubic meters (14 megalitres) per month of produced water. Guayaguayare Tank Farm discharges approximately 3,400 cubic meters monthly (3.4 megalitres). Pt Ligoure Tank Farm discharges approximately 44,000 cubic meters monthly (44 megalitres.)
11.6.5	Please report the concentration (mg/L) of hydrocarbons discharged in produced water and process wastewater.	The average concentrations of hydrocarbons released in produced water in the form of Total Petroleum Hydrocarbons (TPH) in mg/L were as follows: Point Fortin Central Concentration - 14.98 mg/L Guayaguayare Tank Farm concentration - 25.37 mg/L Pt Ligoure Tank Farm concentration - 14.76 mg/L
<b>Minimum notice periods regarding operational changes</b>		
11.7.2	Please describe the approach to engaging workers in advance of significant operational changes.	A Management of Change Process is conducted all workers are informed before startup and training is conducted as required.
<b>Operational sites</b>		
11.7.4	Please list the operational sites that have closure and rehabilitation plans in place, have been closed, and are in the process of being closed.	Not Applicable
<b>Decommissioned structures</b>		
11.7.5	Please list the decommissioned structures left in place and describe the rationale for leaving them in place.	There was no decommissioning conducted during the reporting period.
<b>Financial provisions for closure and rehabilitation</b>		
11.7.6	Please report the total monetary value of financial provisions for closure and rehabilitation made by the organization.	A budget of TT7 Million has been allocated for the clean-up of the Bioremediation/Storage sites. As the clean-up of the sites is completed a detailed Engineering study will be completed at the Forest Reserve Remediation Site.
<b>Significant spills</b>		
11.8.2	Please report the cause of the spill and the volume of spill recovered.	Oil Spills are reported, and the root cause of the spill is investigated e.g. (sabotage, asset integrity, natural seep) volume of the oil spill is calculated, volume recovered via vacuum trucks, impact to vegetation and wildlife.



Decommissioned structures		
11.8.3	Tier 1 and Tier 2 process safety events	For FY 23 there were 294 Process Safety (PS) related LOPCs of which 2 were Tier 1, 45 were Tier 2, 177 were Tier 3 and 70 had no initial release estimates. Both Tier 1 events occurred in MBU. Of the 70 Tier 2 events, 37 occurred in LBU 5 occurred in MBU and 3 occurred in OBU. Across the BUs 91 MOC requests were submitted 9 HAZOPs/Technical Risk Assessments were conducted and 4 PS Investigations were initiated.
Management of material topics		
11.14.1	Please describe the community development programmes in place that are intended to enhance positive impacts on local communities	<p>The Neighbouring (“Fenceline”) Community Contractors Development Program was developed as a small business incubator for low-risk company activities. This programme will see a cross-functional committee overseeing the roll-out of this programme where small community contractors in specified categories, will be considered for contractors under a value of \$3,000,000.00. During the period of the programme (3 years), Heritage will act as a bridge for contractors to develop robust HSE systems and attain STOW certification.</p> <p>The Here We Grow Agriculture Training Program is geared towards training fenceline residents in home or commercial gardening.</p> <p>The Heritage Information Technology Training (HITT) Program targets residents from 7 to 70 for training in Information Communication Technology. The company is partnering with the National Energy Skills Centre and the Village Councils to deliver this training. Heritage installs the computer hardware and WiFi and also pays for the tutors under this programme.</p> <p>The Heritage Education Resource Opportunity (HERO) offers four SEA students from the fenceline the chance to win scholarships of \$100,000.00 each to facilitate their secondary education through earning a bachelor’s degree. In 2022, Heritage expanded upon the HERO programme by introducing a Leadership, Empowerment and Development component. This saw the company inviting all the HERO winners over the past three years to come together for a one-week engagement, which was facilitated by a community-based leadership development group BARCAM.</p> <p>In 2023, Heritage will again further expand with a new component which will bring teachers, parents and SEA students together, to teach stress management, communication and coping skills to aid students in maintaining their health and wellbeing even as they prepare for the SEA exam.</p> <p>Additionally, in 2022, Heritage partnered with the Ministry of Youth Development and National Service to help identify appropriate areas to undertake agriculture training in the Western peninsular on TPHL lands. The company has also embarked on partnering with the ministry to develop an apprenticeship and training programme geared towards the oil and gas industry at the company’s industrial complex in Santa Flora.</p>
Direct economic value generated and distributed		
11.14.2	Please report direct economic value generated and distributed (EVG&D) by the project.	This information is not currently available.
Direct economic value generated and distributed		
11.15.1	Please describe the approach to identifying stakeholders within local communities and engaging with them	Heritage is continuously building its relationships with elected and selected community representatives who generally provide useful insight into the communities and their groups and residents. The Corporate Communications Advisors with responsibility for community relations come from and live in the southwest and are familiar with the social landscape. A Heritage Stakeholder Register is developed using information from the Ministry of Community Development (registered groups such as NGOs and community-based Organisations (CBOs) to identify key stakeholders, the Ministry of Education to determine the list of Primary & Secondary Schools within the areas, and persons can send a request for donations & Sponsorships that is taken through a verification process before approvals are given. The Enterprise Risk Register is used to rank the level of impact on Reputation and then based on the ranking a determination is made on the required response needed. A stakeholder analysis is conducted annually with accompanying key messages to guide the company’s actions.

11.15.1	Please list the vulnerable groups that the organization has identified within local communities.	Fisherfolk Associations Illegal Squatters Unemployed and underemployed persons
11.15.1	Please list any collective or individual rights that the organization has identified that are of particular concern for local communities.	<p>Areas of concern expressed by the community:</p> <p>1) Maintaining spaces and infrastructure in the community that were previously maintained by Petrotrin. Heritage is not the owner of these properties under the Vested Agreement therefore is not responsible for the upkeep.</p> <p>2) Undertaking CSR initiatives that were previously done by Petrotrin. Heritage will not be continuing any of those previous programmes, however new CSR Strategy is being developed in alignment with UN SDGs and Trinidad &amp; Tobago National Development Goals (2030).</p> <p>3) Impact from Operations, Re: Spills, Asset Integrity, Land Management (response to land management issues previously handled by Petrotrin and Palo Seco Agricultural Enterprises Limited (PSAEL).</p>
11.15.1	Please describe the approach to engaging with vulnerable groups.	There is a two (2) prong process - Direct & Indirect Engagement: Heritage engaged Vulnerable Groups directly as well as partnering with elected representatives, local and parliamentary as well as Village Councils and other recognised non-profit organisations (NPOs). One of our strategic goals is to build trust and we do so by listening to them and doing what we say we will do. Heritage has also provided contact numbers (Re: website) that can be used by vulnerable groups to inform Heritage of any issues
<b>Grievances from local communities</b>		
11.15.4	Please report the number and type of grievances from local communities identified.	<p>This information is not sufficiently documented and measured in one repository. Don't currently track the percentage of the grievances that were addressed and resolved and those resolved through remediation. Corporate Communication ensures that any complaints they receive are sent to the relevant department for action.</p> <p>Corporate Communication is currently developing a robust technology tool to collect and track, trends and provide feedback on Grievances.</p> <p>Additionally, the Land Management Department also receive Grievances as follows:-</p> <p>(1) As a result of Spills there would be claims for damage to property &amp; crops. The claim is accessed by Land Management and the Treasury &amp; Risk Department for compensation.</p> <p>(2) Boundary issues from tenants on Heritage Lands where there are disputes with other neighbouring tenants/occupants and seek Heritage assistance in bringing a resolution to the issues. Land Management will investigate the complaints and ensure that persons are within their identified boundaries.</p> <p>(3) Lease / Purchase Request - Community persons had entered into agreements with Petrotrin to lease/purchase property that they currently occupy and these were not previously completed. Land Management is currently working on resolving these issues</p>
<b>Management of material topics</b>		
11.16.1	Please describe the approach to providing remediation to local communities or individuals subject to involuntary resettlement.	<p>There has been no instance of Heritage having to provide remediation to local communities or individuals subject to involuntary resettlement.</p> <p>Heritage assists with the provision of Lands to state agencies such as Housing Development Corporation (HDC) and Land Settlement Agency (LSA) via the Commissioner of State Lands(COSL) for the development of housing areas for communities.</p>
<b>Involuntary resettlement</b>		
11.16.2	Please list the locations of operations that caused or contributed to involuntary resettlement or where such resettlement is ongoing.	There has been no instance that Heritage operations caused or contributed to involuntary resettlement or where such resettlement is ongoing.

**Management of material topics**

11.18.1	Please list the locations of operations in areas of conflict.	Heritage does not operate in any area of conflict.
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**Management of material topics**

11.20.1	Please describe how potential impacts of corruption or risks of corruption are managed in the organization's supply chain.	<p>(1) The company's Fraud Anti-Bribery and Corruption Conflict of Interest Ethical Code of Conduct policies have been communicated to employees.</p> <p>(2) Category Managers and Purchasing Agents are required to sign Conflict of Interest declarations in the course of the evaluation of tenders.</p> <p>(3) Procurement is subject to periodic internal audits to determine whether policies procedures and Legal Requirements are being adhered to.</p> <p>(4) All contracts to be awarded over the value of \$5M are subject to approval by Heritage's CEO and all contracts to be awarded over the value of \$10M are subject to approval by the Heritage's Board of Directors.</p> <p>(5) All purchase orders and Outline Agreements are subject to approval by the appropriate delegation of authority under Heritage's Schedule of Financial Authorities (SOFA). With the Proclamation of the Public Procurement and Disposal of Property Act 2015 as amended all State bodies must comply with the Act and its Regulations to maintain transparency in the Public Office. Procurement professionals must also comply with the OPR Ethical Code of Conduct for Public bodies and Public Officers Guidelines.</p>
11.20.1	Please describe the whistleblowing and other mechanisms in place for individuals to raise concerns about corruption.	<p>The following provides a summary:</p> <p>Trinidad Petroleum Holdings Limited and its subsidiaries (which include Heritage Petroleum Company Limited (HPCL) cultivate a culture where Employees Directors and third parties can report without fear of retaliation any wrongdoing or misconduct which they suspect or believe may be occurring within the Company. Even if Employees, Directors or third parties only suspect alleged wrongdoing or misconduct they are strongly encouraged to report it immediately to manage its reputational risk and any personal risks to themselves.</p> <p>The Whistleblower Policy is designed to assure that business misconduct and other wrongdoing is reported and that Employees, Directors and third parties have a confidential channel to raise concerns for review and investigation and includes reporting of suspected or actual unlawful or inappropriate misconduct relating to significant financial accounting, internal controls, auditing matters, compliance requirements and breaches of the Code.</p> <p>The Policy works in conjunction with the following policies: TPHL-GP01: Anti-Bribery Anti-Corruption and Fraud Policy; ,TPHL-GP02: Conflict of Interest Policy; ,TPHL-GP03: Gifts and Entertainment Policy; and ,TPHL-GP05: Code of Ethics and Business Conduct Policy. Once a report is received a member of Internal Audit will keep the Whistleblower informed on the status of the investigation. There will be no disciplinary action taken against a Whistleblower who reports in good faith. TPHL has established a confidential mechanism to report called the , Speak Out platform where reports are channelled through a third party.</p> <p>Written reports may also be submitted to the TPHL Audit Executive Line Managers and Members of the Executive Leadership and Chairman of the Board Audit and Risk Committee The investigative process involves an acknowledgement of the report which is then logged by Internal Audit Internal Audit would then make an initial inquiry if an investigation is required it would be classified then sent to TPHL, Chief Audit Executive for investigation where interviews would be conducted and a report prepared.</p>



11.20.1	Please describe the whistleblowing and other mechanisms in place for individuals to raise concerns about corruption.	TPHL, commitment to combatting Bribery Corruption and Fraud is enforced through its Anti-Bribery Anti-Corruption and Fraud Programme. The purpose of this Policy is to act as a guide to employees, directors and related third parties in addressing issues related to Bribery Corruption Fraud or other related improper conduct that may arise in the course of business. This Policy prohibits the TPHL employees, directors and third parties from engaging in activities that constitute Bribery Corruption Fraud or other related improper conduct. TPHL also has a Conflict-of-Interest Policy which assists employees, directors and third parties of the Group to identify disclose and manage any actual potential or perceived conflict of interest to protect the integrity of the Group and manage risk. Concerning corruption, TPHL adopted a Gift and Entertainment Policy which guides Employees Directors and third parties of TPHL on acceptable and unacceptable practices about offering giving accepting and receiving Gifts and Entertainment. Finally, there is the Code of Ethics and Business Conduct Policy which identifies and describes standards and principles of acceptable business conduct for employees, directors, suppliers and related third parties in the execution of their duties and to guide ethical decision-making.
<b>Approach to Contract Transparency</b>		
11.20.5	Please describe the approach to contract transparency.	Procurement ensures Contract Transparency by: Having an approved sourcing strategy. Utilizing bidders who have been prequalified for the particular Lines of Business. A thorough evaluation of bids utilizing scoring rubrics. Submission and clarification deadlines are enforced. The successful bidder is selected based on evaluations. The Contract is managed by a cross-functional team which manages variations and performance of the contractor. The process must comply with the Proclamation of the Public Procurement and Disposal of Property Act 2015 as amended. All State bodies must comply with the Act and its Regulations and also the Management and Monitoring of Procurement Contracts Guidelines.
<b>Beneficial owners</b>		
11.20.6	Please list the organization's beneficial owners and explain how the organization identifies the beneficial owners of business partners.	The sole shareholder is Trinidad Petroleum Holdings Limited (TPHL). The ultimate parent is the Government of the Republic of Trinidad and Tobago (GORTT). Before entering any business partner arrangement, the company has a compliance process that identifies who are the beneficial owners and the ultimate controlling entity.
<b>Country-by-country reporting</b>		
11.21.7	Please a breakdown of the payments to governments levied at the project level, by project and various revenue streams	Total tax payments in the form of Supplemental Petroleum Tax Petroleum Profits Tax Royalties and Levies due and payable for the year ended 30 September 2023 was T.T. \$3036 million.
11.21.7	Please report the value of any thresholds that have been applied and any other contextual information necessary to understand how the project-level payments to governments reported have been compiled.	Payments to the Government are made as per the varying legislative provisions in which the company operates.
<b>Public policy development and lobbying</b>		
11.22.1	Public Policy and lobbying	Heritage's Legal Counsel will review any public policy document with the Subject Matter Expert and provide feedback based on requests from Stakeholders such as Regulators / Government Agencies. HPCL is a state-owned enterprise and as such is consulted on matters impacting its industry along with other industry stakeholders. One such area is carbon capture storage and use. A policy document for regulating CCSU is being developed and HPCL has commented as an industry participant and provided its views on regulation environmental impact costs and incentives etc.
	Member of, or contributes to, any representative groups that participate in public policy development and lobbying	Yes.

**NOTES**





