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From the Houston Business Journal:

<https://www.bizjournals.com/houston/news/2021/01/25/encina-houston-headquarters-covid-19-pandemic.html>

## Encina Development Group won't need global headquarters after pandemic

Jan 25, 2021, 4:40pm CST

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The Covid-19 pandemic has changed the way the top executive at Houston-based specialty refiner Encina Development Group LLC thinks about his company's office needs.

The company used to have an office downtown, but that lease expired without renewal in December 2019, a few months before the full weight of the pandemic landed on the U.S. Now, David Schwedel doesn't think the company will need to go back to a large centralized headquarters. Schwedel is Encina's founder and executive director.

"I don't envision us having a world headquarters. ... I don't think that's necessary for us," Schwedel said. "Our



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projects live in the field; they're not in downtown Houston."

David Schwedel is founder and executive director of Encina Development Group.

Schwedel said he thinks the Encina team's productivity has gone up, rather than down, as it has turned toward remote-work options. The team members are spread across the country, so digital work methods mean they have more direct interaction than they did when the company was reliant upon face-to-face meetings, he said.

"Now we're more productive with our time, quite frankly," Schwedel said.

Encina employed 12 people in March, and that number has since risen to 16, Schwedel said. The company probably won't ever reach the level of hundreds of employees. Under its current structure, Encina has operation and maintenance agreements for its upcoming project, which means it won't directly employ the people who work there, Schwedel said.

Encina, which refines waste plastic into chemicals, is working on a project to build its first commercial-scale plant. It plans to break ground on the facility in the fourth quarter, Schwedel said. The project's site has yet to be announced.

During 2020, Encina awarded a \$255 million engineering, procurement and construction deal for the project to Australia-based Worley Ltd. The company's original groundbreaking target was the fourth quarter of 2020.

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