



If you have a concern about TOSL, but uncomfortable communicating it in person, report it anonymously by:

- Calling the toll free hotline number:
1-800-872-2281 + 877-rpt-line
or
- Report it online at www.tosl.com,
Username: tosltd; Password: reportit
report it is our contracted independent third party hotline service available 24 hrs./day, 7 days/week, 365 days/yr.

Motivational Quotes

“There are two types of people who will tell you that you cannot make a difference in this world: those who are afraid to try, and those who are afraid you will succeed.” Ray Goforth

*“Stop chasing the money and start chasing the passion.”
Tony Hsieh*

“Don’t let yesterday take up too much of today.” Will Rogers

What’s inside

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TOSL Engineering Limited

“An Engineering Solutions Company”

2019 December (Quarter 4)



CEO’s Year-End Message



The year 2019 has been a difficult year for the country and especially for the Energy Services Sector. The closure of Petrotrin has severely affected most service contractors with this closure resulting in a reduction of staff at most service organizations as they battle to keep their businesses alive. The shortage of foreign currency has also been another factor which has had a negative impact on service companies

Economic activities in 2019 has been fairly flat with Gas Production averaging approximately 3.7 billion cubic feet per day while oil output in 2019 has declined by approximately 4,000 bbl/day as compared with 2018.

General Elections are due in September 2020 and there is a push by the government to get key projects completed before election date so that spending is increasing while revenue is falling. The implication is that the government which comes into power after the next General Elections in late 2020 will have some difficult decisions to make; hence, we all need to be prepared to do our part to ensure that we achieve a soft landing.

We are going to continue to be challenged to increase both oil and gas production over the next 3 years and hence we need to cut costs, improve efficiency and be more productive as a society if we are to manage our future. As a society, we are not prepared for the sacrifices which we all shall have to make and that is of major concern and this needs to be addressed.

Over the last year or two, TOSL Engineering Limited has reorganized its business, focused on efficiency and productivity improvements and building its business in other areas in order to better manage the future.

I wish to take this opportunity to welcome Ricardo Mahadeo who will take over the CEO’s position at TOSL in January 2020, as well as Lisa Mohammed who will be the **new** Deputy CEO from January 2020.

We have been preparing for this change over the last two years so I expect that the change shall be managed well. I will have a new position at TOSL whereby I shall be assisting in Business Development, as well as training the younger generation so that the knowledge which I have gained as an engineer over the last fifty (50) plus years can be shared with others.

I would like to wish our Board of Directors, Staff, Customers and all other stakeholders of TOSL an enjoyable season and I trust that all of us truly understand the position in which the country is in and make every effort to help make this a better place for the generations that shall follow us.

Best Wishes,
Shazan Ali



HSE Statistics

(as at 2019, December 31)

- Man-Hours YTD: 836,477
- OSHA recordable: 4
- Loss Time Incidents (LTIs): 2

*“Continuing the drive to
Keep HSE alive”*

Sales Training Academy



As part of our drive to continuously improve how we add value to our customers' operations, TOSL Engineering recently conducted Sales Training for twenty-three (23) members of staff. It was an exciting six (6) sessions of fun, learning and skill development. A cross-section of Staff was chosen based on their role within the organization and work experience.

The sessions covered topics such as:

- ◆ Conditioning – Know your Elevator pitch
- ◆ Prospecting – Networking & forms of Marketing
- ◆ Cold Calling – Customer Relationship Management & Tonality
- ◆ The Interview – Being prepared, Body Language & Focus
- ◆ Objections & Closing – Acknowledging, Responding, Pivoting & Closing

All of our employees learnt and role-played ways to improve their interaction with customers and most importantly, they had a great deal of fun doing so.



Meet Another of Our Long Service Employees: *Bobby Mangroo*



In this Horizon issue, we had a one-on-one discussion with another of our long service employees, **Bobby Mangroo**, Project & Operations Group.

1.) How many years have you worked at TOSL?

I have been employed at TOSL for 16 years now.

2.) Based on your experience with us, what do you think it takes to succeed at this company?

To be very diligent and to always strive for excellence.

3.) What suggestions for improvements do you have to make our workplace better?

Create an environment where an employee feels appreciated and rewarded for his/ her achievements.

4.) What is most satisfying/enjoyable about your job and working with TOSL?

For me when a task becomes challenging and the end product is the customer expectation. It feels good knowing whom I represent.

5.) What has been your most memorable experience thus far with TOSL?

Working on two large projects at Petrotrin.

6.) What in your mind is the most significant change at TOSL when you compare the present to the days when you had just started?

The culture change in employees towards valuing their job.

7.) How well do you think your training and development needs were assessed and met?

Excellent.

8.) If you were retiring tomorrow, what one thing you would like to be remembered for and feel most proud of accomplishing for TOSL?

Building a relationship and trust with a lot of our clients who value our sales and services, where it is the first thing that comes out their mouth (TOSL).

9.) What is the first word that comes to mind when you think of TOSL?

Great Establishment

10.) Why have you chosen to stay with TOSL and not move to other jobs, as most people do these days?

I consider TOSL to be part of family, it might not be good all the time, but every family has "it's ups and downs."

From next to now: 5 Technology Trends that will affect Business in 2020

By Vance Sankar (IT Consultant)

Forrester Research declares that if 2020 could be encapsulated in one word, that word would be **energy** – not in the traditional sense, but referring instead to the building, movement and “charging”, if you will, that has been occurring across industries and markets globally.

2020 will likely be the year when much of what has been spoken about, touted and invested in for the past few years moves from being *the next thing* to **the now**. Here are 5 trends that we can expect to see more of in the coming year:

Insights-driven content marketing

Customers are becoming increasingly values-based: Some 55% of customers report that they actively consider a company's values when deciding on a purchase. Businesses that are viewed as “traditional”, or as solely focused on profit must evolve and be *seen* to evolve.

(Con't on Pg. 4)



From next to now... (Con't from Pg. 3)



Customer experiences should be strengthened with more specific content, providing them with the information they want and need while engaging with brands that align with their values. Assumptions about what engagement strategies will work must be replaced by insights-driven marketing, which involves analyzing numerous sources of data and extracting valuable information from it in order to adapt and respond quickly and decisively.

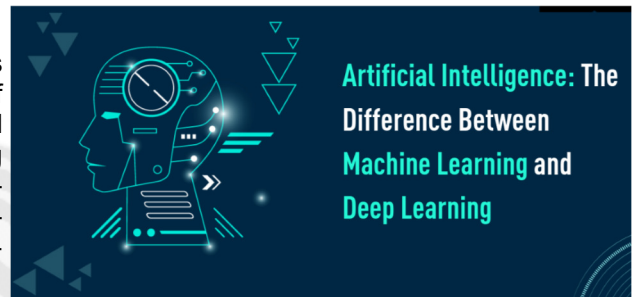
Mobile and Social education



A well-educated employee is undoubtedly an asset to any organization – a fact often demonstrated in investment in training and certifications. In 2020, we can expect to see structured, formal training, conferences and seminars being increasingly replaced by social and organic learning through peer networking, mentoring and mobile/online platforms. While some of this shift will happen naturally/ organically, organizations should explicitly plan for and/or incentivize these platforms.

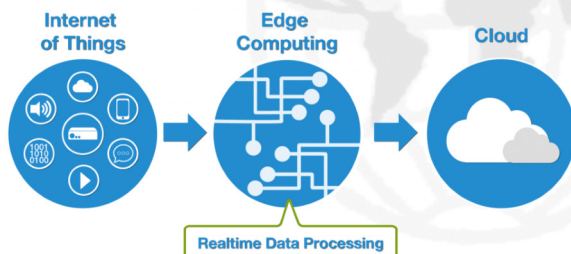
Artificial Intelligence (AI), Machine Learning and Automation

While implementation of industrial robotics and custom AI solutions remains an expensive undertaking, more “as-a-service” adoption of AI and process automation (where a company’s data is fed into, and processed by a vendor hosting the AI algorithms and supporting hardware) will be seen across organizations in 2020. This will promote AI and Machine Learning adoption in more traditional business areas to make sense of increased and richer data in accounting, HR, Customer Service, Marketing and other functions.



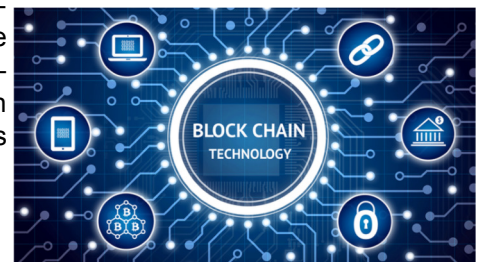
5G, IOT and Edge Computing

Better, faster and more reliable connectivity is both supporting and driving the development of more and more connected devices (the Internet of Things). As more data is collected in more places, expect more processing and decision making to happen as near to the source as possible. Edge computing will supplement traditional cloud solutions to enable real-time responsiveness while still allowing on-demand scalability.



Blockchain

Much talked about but little understood, blockchain technology can be thought of as essentially digital ledgers that are used to store transactions but are inherently secured by encryption and decentralization. Investment by large players (IBM, Facebook etc.) will see more adoption outside of crypto currency in 2020, even though some market segments expressed increased scepticism about the value of the technology in 2019. 2020 will see blockchain being integrated into more mainstream processes and business software.



HSSEQ Corner



A.) HSSE: Cannabis and You

It is now the law in Trinidad and Tobago, under the Dangerous Drugs (Amendment) Bill 2019, which decriminalises and restricts the possession and use of cannabis. But does that mean that any and everyone is free to “light-up”? The simple answer is NO!

In this dynamic change, if you choose to consume, you must contemplate the consequences. The below information may assist in your decision making. **N.B.** - It is not a replacement for professional advice but might help you to consider the possible impacts on your life at work and your health.

A CLOSER LOOK AT CANNABIS

Cannabis is a hallucinogenic drug that comes in a few different forms and can be used in several ways. Cannabis can make you feel relaxed; calm; anxious; paranoid; dizzy; nauseous; restless; quiet; talkative; giggly; subdued; sleepy; animated and it often causes distorted perceptions. This is mainly because it contains dozens of psychoactive chemicals. The most important chemical is THC as it is primarily responsible for the positive and negative effects listed above. Another important chemical is CBD, which appears to have anti-anxiety and anti-psychotic properties. The different type of cannabis includes: -

- Herbal Cannabis - aka **weed**
- Cannabis Resin - which is a hash or resin black/brown lump made from the resin of the cannabis plant. It is made by separating the sticky resin from the buds and leaves, drying it and moulding it into blocks.
- Cannabis Oil - a dark liquid made by separating the resins from the plant material.

WHAT INFLUENCES THE EFFECTS ON THE USER?

The effects of taking cannabis depends on:

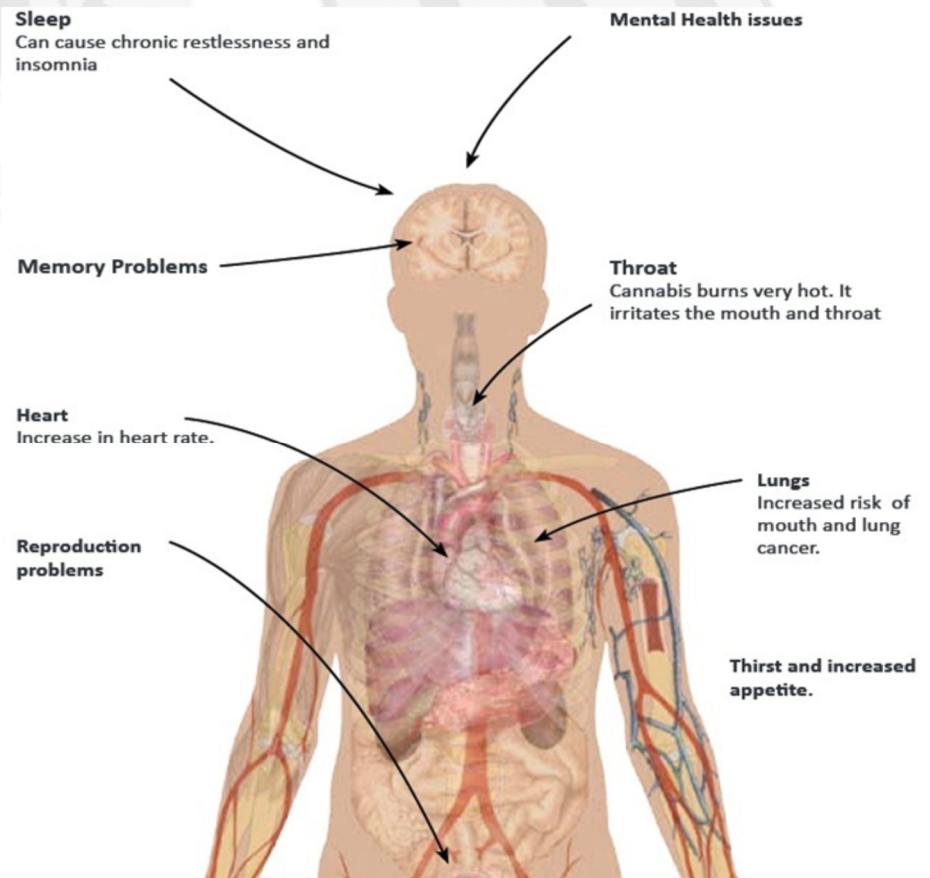
- The amount taken
- The strength and type of cannabis
- The way it is taken (smoked, eaten etc.)
- Whether other substances such as alcohol have also been used
- The expectations and experiences of the user
- The mental state of the user
- The setting of use
- The Law

THE IMPACT OF CANNABIS USE

People can have very different reactions to cannabis use. These are illustrated in the picture to the right.

COUNTRY LAW VS COMPANY LAW

Cannabis possession and particularly its use is legal in the Republic of Trinidad and Tobago. However, the law prohibits the consumption of marijuana in any public space. Not to dwell on the boring stuff, it is important that you are aware of the **Cannabis Control Bill** and the **Dangerous Drugs Amendment Bill 2019**. More importantly, if you are found to be in contravention of your company's policies on drugs and substance use, zero-tolerance still means that you have committed an offence! There's no conflict!



(Con't on Pg. 6)

HSSEQ Corner... (Con't from Pg. 5)



A WORD OF CAUTION

Cannabis will show up in a urine test for 2-28 days. The length of time depends on the test used, the amount you take, if you have other medical conditions and your own metabolism. As it relates to the pros and cons, there are many. So do your research, make wise decisions and remember the use of cannabis is still strictly prohibited within **TOSL**.



B.) Quality: Customer Satisfaction

Customer satisfaction is defined as a measurement that determines how happy customers are with a company's products, services, and capabilities. Customer satisfaction information, including surveys and ratings, can help a company determine how to best improve or changes its products and services. TOSL Engineering Limited measures its customer's satisfaction by trending and analysing data received via our External Customer Feedback Form.

What satisfies a customer?

- 1.) A perfect product: a defect free product or service. The product or service must be designed so that it can be expected to function perfectly within foreseeable boundaries.
- 2.) Delivered by a caring, friendly person: a single caring, friendly employee can make a customer feel good about doing business with an entire company.
- 3.) In a timely fashion: discuss a time line with your customer and honour it.
- 4.) The support of an effective problem resolution process in the event that there is any lapse of 1, 2 or 3. "Effective" cannot be measured whether you have restored the situation to the problem status quo. "Effective" is measured by whether you have restored customer satisfaction. Improvement Action Forms are generated by our HSSEQ Department to deal with non-conforming products and services by assessing the root cause and working together with employees to review processes to achieve a perfect product or service.

TOSL Engineering Limited is guided by Operating and Work Procedures which clearly outline the processes to achieve a perfect product in a timely fashion. Key personnel interacting with customers have received training to effectively communicate with customers to promote products and services and resolve any issues that may arise in the timely delivery of a product.



A good sales strategy leads to customer satisfaction. Customer satisfaction leads to sales.

◀ Employees Spotlight ▶



Welcome to our New Employees

We welcome the following persons to the TOSL Family:

November

- ◆ Ricardo Solomon (PdM Tech)
- ◆ Michael Dial (PdM Tech)
- ◆ Rennie Ramcharitar (PdM Tech)
- ◆ Jeremy Gill (Estimator)
- ◆ Barry Rodriguez (Operations Manager-MOPU)



Special Occasions

- ◆ Junior Mc Knight (Baby Boy)
- ◆ Shaun Hong Ping (Baby Girl)
- ◆ Azard Aziz (Marriage)



December

- ◆ Nyron Bhawani (Team Lead -Services)
- ◆ Joel Lookoor (Payroll Assistant)

Employee's Recipe Corner

This quarter we feature Vance and his wife, **Cheesy Cauliflower Cups**. This recipe serves 24 with a 10 - 15 minute prep time, 40 minute cook time and 5 - 10 minutes for cooling.

Ingredients

- 2 lbs. cauliflower, cut into ½ " pieces
- 2 tbsp. margarine
- 2 tbsp. extra virgin olive oil
- 2 tbsp. finely chopped onion
- 3 cloves minced garlic
- 1 can Nestle Cream (300g)
- ¼ tsp. salt
- ¼ tsp. black pepper
- 1 cup shredded parmesan cheese
- ½ cup shredded mozzarella cheese (optional)
- 1 9"-12" non-stick pan
- 1 large mixing bowl
- One 24 cup cupcake/muffin tray
- 24 cupcake liners
- Use finely chopped red pimento & parsley for garnishing

Method

- Preheat oven to 350°F
- Heat pan on low-medium heat
- Add margarine and olive oil to pan
- When margarine is melted, add onions and garlic. Cook gently until mixture is fragrant and onions are translucent
- Add can of cream to pan; bring to a boil, stirring occasionally to prevent lumping
- Add salt & black pepper and stir until ingredients are well combined
- Add parmesan cheese and stir until melted and well combined
- Add mozzarella and stir until melted and well combined
- Remove from heat
- Add cauliflower pieces to large mixing bowl
- Add cheesy cream mixture to bowl, stirring gently until each piece of cauliflower is coated
- Line muffin tray with liners
- Spoon 2 tbsp of cauliflower mixture into each cup
- Bake for 30 mins or to desired colour and doneness
- Garnish with pimento & parsley
- Allow to cool and enjoy!

Helpful Notes:

Pay attention to the margarine, onions & garlic when cooking. If these get too brown, it might be safer to discard & start over as flavour may be impacted.



Our Vision: "To be the 'best in class' Engineering Company in Trinidad & Tobago and for us to be able to hold this position amongst other companies operating in a First World Environment."

Our Cause: To develop people to be leaders in their community, homes & personal lives.

Our Culture is defined by: Value Creation; Efficiency; Quality; Teamwork; Technological Improvement

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