



Suspect it...

Report it

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

"You can't let people set your agenda in life."

Warren Buffet

"Beware of little expenses. A small leak will sink a great ship."

Benjamin Franklin

"My favourite things in life don't cost any money. It's really clear that the most precious resource we all have is time."

Steve Jobs

What's inside

- 🌐 How to marry HR & IR to improve organizational effectiveness
- 🌐 Our Chemical & Process Offerings
- 🌐 Long Service Employee
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- 🌐 The 2019 SEA Experience
- 🌐 Latin & Ballroom Dancing
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TOSL Engineering Limited

"An Engineering Solutions Company"

2019 June (Quarter 2)



Heritage Officials visit the MOPU

TOSL Engineering Limited has been selected by the State-owned Upstream Company to Design, Build, Operate and Maintain the Mobile Offshore Production Unit (MOPU) to be used in the South West Soldado field. Through a partnership with Well Services Petroleum Company Limited (WSPCL) this rig was 90% ready in 2016 but never went to work. Heritage Petroleum Company Limited (HPCL) engaged TOSL & WSPCL in December 2018 to visit the nearly completed Gas Compression and Production Facility in January 2019. Upon further discussions, TOSL/WSPCL were tasked to complete the facility which will be ready to sail in early August 2019.

This facility will assist Heritage to produce and process up to 12,500 bbls of Fluid per day, with Gas Compression capability of 17.5 MMSCFD. This facility will aid in boosting Trinidad's Oil production. ...*(Con't on Pg. 2)*



Rig #152 (MOPU)
at LABIDCO's
Quay Wall.

Meet and Greet with the President of Ghana

On June 13 2019, our CEO, a Non-Executive Director of Republic Financial Holdings Limited, met Ghana's President, Mr. Nana Akufo-Addo, during his State visit to Trinidad at a function hosted by the Bank.

As one of the commercial banks in Ghana, Republic Bank (Ghana) Limited is a subsidiary of Republic Financial Holdings of Trinidad and Tobago.

The President of Ghana congratulated the Bank for its efforts in Ghana while also expressing the desire to increase business between both of our countries.



HSE Statistics

(as at 2019, June 30)

- Man-Hours YTD: 394,443
- OSHA recordable: 3
- Loss Time Incidents (LTIs): 1

"Continuing the drive to Keep HSE alive"

The Challenge: How to marry Human Resources (HR) and Industrial Relations (IR) to improve Organizational Effectiveness.

By Hollis Nicholas (Non-Executive Director)



One view of Human Resource Management (HRM) is that it encompasses all the organization's decisions that have relevance for the people who work there. Industrial Relations on the other hand can be described as the relationships between the employer and employees, employer and employee representative associations, and employer and governmental agencies.

HRM focuses on the interactions between the managers of the enterprise with individual employees or groups of employees. Industrial Relations begin with the employment relationship through which both a legal and psychological contract is established when the employee expresses a willingness to accept compensation in exchange for his/her skills and effort. The determination and enforcement of rules and processes to regulate work relationships and resolve disputes arising from and in the course of employment are the main focus of IR, whereas HRM is concerned with the acquisition and development of employees to become more valuable to the organization.

While traditional Personnel Administration and IR were reflected as separate entities on the organization chart, in reality they have always impacted each other and were brought together under the new HRM in the mid-1980s. IR is now seen as a subset of HRM interconnected and feeding off each other e.g. HR develops a Performance Management System, but IR ensures there are grievance and appeal procedures. *(Con't on Pg. 3)*

Heritage Officials visit the MOPU... (Con't from Pg. 1)

This facility is mobile and can be moved to different fields to maximize recovery of the country's oil reserves. This facility is mostly automated and requires very little manpower for its operation.

Members of Heritage Board of Directors and Senior Management touring the facility on June 14th, 2019 before it sails to South West Soldado where it will begin operating



How to marry HR and IR... (Con't from Pg. 2)



To achieve greater Organization effectiveness the following is needed:

- HR must play a leading role in strategy and policy formulation along with the senior management.
- IR must be a key competence of the top HR professional.
- HR must align its goals and strategic initiatives with those of the Company.
- HR must train and support, line and functional managers in setting and implementing their plans and programs.
- HR must communicate regularly with employees and provide recognition for outstanding achievements.
- Employee safety and well being must be a priority.

In conclusion, HR and IR are not mutually exclusive terms, but are separate components of the same discipline and both must work together to ensure harmonious and productive relationships between senior management and the employees.

Our Chemical & Process Offerings

Our Chemical & Process Division is the premier provider of Production Chemistry to the Upstream Energy Sector and the Best in Class provider of Industrial Water and Process Treatment Solutions for downstream, refinery and petrochemical assets.

Product Offerings:

- Asphaltene Control
- Biocides
- Corrosion Control
- Defoamers
- Demulsifiers
- H₂S Scavengers
- Paraffin Control
- Scale Inhibitors
- Surfactants
- Water Clarifiers
- Foaming Agents
- Low Dose Hydrate Inhibitors



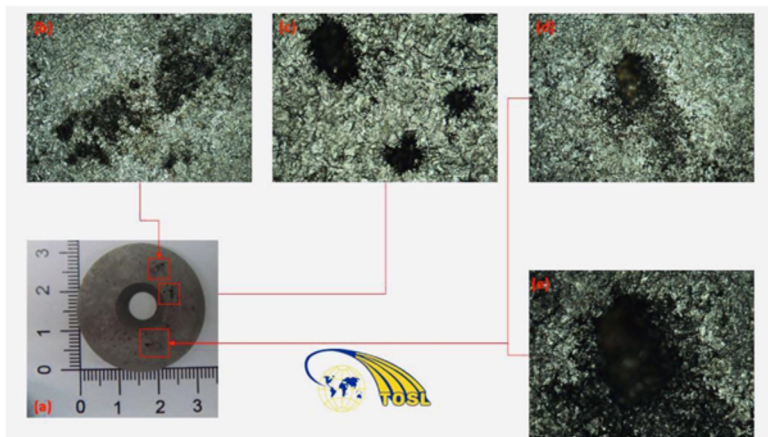
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Hydrate Injection System setup onsite ready for Platform Start-up

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Meet Another of Our Long Service Employees: **Camille Warrick**



In this Horizon issue, we had a one-on-one discussion with another of our long service employees, **Camille Warrick**, Inventory Management Analyst.

- 1.) **How many years have you worked at TOSL?**
14 years
- 2.) **Based on your experience with us, what do you think it takes to succeed at this company?**
Provide quality service to both internal and external customers. Be proactive and consistent.
Keep organized and detailed transactional records.
- 3.) **What suggestions for improvements do you have to make our workplace better?**
Remove all barriers that prevent collaboration and teamwork. Encourage and promote a rewards and recognition environment. Discourage Managing and promote Leading. Encourage open and direct communication
- 4.) **What is most satisfying/enjoyable about your job and working with TOSL?**
The job is dynamic and allows inter-level interactions
- 5.) **What has been your most memorable experience thus far with TOSL?**
I have 2 – the duck fests and the children's Christmas parties.
- 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?**
There is less comradeship amongst employees.
- 7.) **How well do you think your training and development needs were assessed and met?**
My training and development needs were personally assessed and met.
- 8.) **If you were retiring tomorrow, what one thing you would like to be remembered for and feel most proud of accomplishing for TOSL?**
I am most proud of the systems that I helped setup, oversee and maintain.
- 9.) **What is the first word that comes to mind when you think of TOSL?**
Stability
- 10.) **Why have you chosen to stay with TOSL and not move to other jobs, as most people do these days?**
The environment is stable and attempts to redesign itself to support its customer's needs.

T & T Archers Shine in Regional & International Competitions

Over the Easter Weekend, our National archers exceeded expectations in Guadeloupe as they participated in the South Caribbean Championships. Our very own, Gregory Quesnel, the President of the T & T Target Archery Federation, was praised for his contribution towards their success.

The team came away with twenty medals: 10 Gold, 6 Silver and 4 Bronze. Individual winners were Ms. Shata Roopchand and Ms. Byrana Ramlakhan each with 5 gold medals, and Ms. Candace Silochan with 2 Silver and 1 Bronze. Also receiving medals were Mr. Rodie Taylor, Mr. Rollin Bertrand, Mr. Veshash Singh and Mr. Kamil Sadahana. In 2020, this prestigious regional tournament returns to Trinidad and Tobago.

On the International stage, our US based female archer, Ms. Amanda Kendal-Brown, competed in the first stage of the Archery World Cup in Medellin Colombia, setting a New National record of 582 for the double 70 Meter qualifying round.

...(Con't on Pg. 6)

The T & T Archery Team proudly display their medals



The 2019 SEA experience *By Our Employees Children*

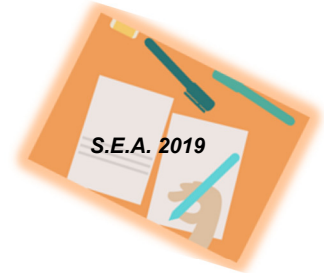


CONGRATULATIONS to all of our employees children who wrote the 2019 S.E.A exam. Results are here and it does not matter which school they passed for, we know they did their best!

Good luck to all of them as they enter a new chapter in their lives in September. We wish them all continued success.

Here are the thoughts of some of the children on their 2019 S.E.A. experience.

"Finally, the big day was here and like most kids, I was nervous. When they called the children to the exam room my nervousness increased as time went by. Despite all of this, when I began working on the paper, it felt as though I was just doing a practice test that I would do on a daily basis at school. The only other time I felt uncomfortable was when they would pick up the completed paper and distribute another. One thing I did not do was discuss the paper with anyone during the recess period as I knew it would affect my concentration. At last it was over and I was filled with mixed emotions of happiness and a small degree of nervousness which remained in my body from the beginning." – *Jhasan (Danelle Dhaniram's son)*



"On Thursday 4th of April, 2019 I began my first stress raiser. Firstly maths, quite easy at the beginning but hard at the end. Secondly grammar, I would put this in the extremely difficult category. Mainly because of spelling and a little confusion. Well creative writing I always have a positive feeling towards this. In general, the entire thing was a big stress cloud." – *Suren (Moonilal Ramesh's son)*

"My experience in S.E.A. was good, although the Mathematics proved to be challenging. It was a little strange that there were different teachers present to the ones I was used to, but not too much so. Even though I was aware that each subject area was below two hours, all except the Maths seemed way longer. At the end, everyone exited the building shouting in excitement that the examination had concluded. I was very tired afterwards, but also happy, because for months I had waited for that moment. Later, I celebrated happily with my family." – *Simran (Shiva Kissoon's daughter)*



"That morning, mixed emotions invaded me; panic, nervousness and fear all trapped within me. I sat down, sweat trickling down my forehead. But, as my eyes fell on the Creative Writing topics, a wave of relief washed over me. The gears in my head began turning quicker than ever. After doing topic one many times before and mastering it, a report on an incident was the easiest topic to do. I began the Maths paper calmly, but as I proceeded onwards, questions demanding time and much thinking crossed my path. The further I went; the more complex sums became. Topics related to money, such as Discount and V.A.T. were rare, maybe they weren't even there. Even though I completed the paper, I had no time on my hands to check over. Every direction I turned, someone was seen with tears streaming down his/her face. Everyone entered the Language exam worried. But, on realising that the difficulty level was low, expressions on people's faces changed to one of tranquillity." – *Maia (Lisa Mohammed's daughter)*



Latin & Ballroom Dancing



Jimmy Riley, who has been working at TOSL only for a couple months now, has an outside passion for which many may not be aware. He has been involved in Latin & Ballroom Dancing for about 20 years and has his own dance school for the past 10 years.

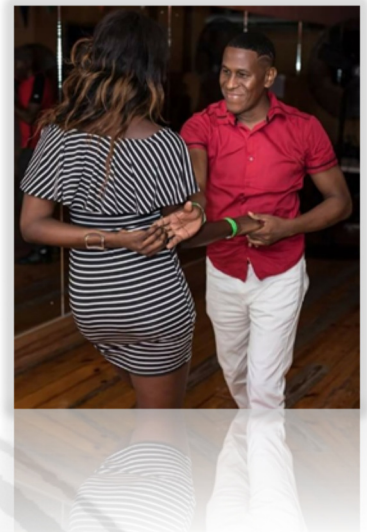
Jimmy started dancing as he felt he needed a change from “club life,” especially as he was getting older and wanted to challenge himself to something different and new. He started dancing at the Trinidad and Tobago Dance Theatre in San Fernando. Here, at this highly regarded institution, Jimmy gained great knowledge on the fundamentals of dance such as lead and technique. He also participated in the **DVIDA® Dance Vision** International Dancers Association medal tests at which he gained high honors.

The journey started about 10 years ago when Jimmy went to a party and started dancing. His friend, seeing his dance moves was impressed and hence, approached him to teach school kids. This never materialized, but the idea of teaching other people stuck with him. In 2009, his then girlfriend, opened their own

dance school, **Latin 101 Dance Studio**. The school offers over 10 types of dances including Salsa, Merengue, Bachata, Kizomba, Cha Cha, Rumba and the Waltz, which are taught both privately and publicly at various venues, as well as at corporate workshops/events. They also partake in performances.



There are many stereotypical opinions when it comes to dancing, especially by men, but according to Jimmy, “*dancing is one of the most macho things you can do. Nothing feels better than leading a woman in a dance, to good music and seeing her smile.*” Women are now venturing into Latin and Ballroom dance as they want to experience something different from the “rent a tile” type of dancing, and of course, the guys are following.



Jimmy plans to further his studies in dance as he attempts to produce great dancers in this country, and eventually up the Caribbean islands. “*Dancing is fun, therapeutic, relieves stress, exercise, and helps with posture and stamina. It is fun being a teacher and I plan on doing my part to push those that really love it... PASSION, ATTITUDE, EXCITEMENT, TECHNIQUE!*”

Maintain the momentum Jimmy. We wish you continued success!

T & T Archers... (Con't from Pg. 4)

The highlight of the archery year shall be the participation at the Pan Am Games which will be held in Lima, Peru in July/August of this year. The National Champion, Mr. Daniel Catariz-Ragbir, has been selected as our representative, having defeated all competitors in local qualifying tournaments. This will be the first time T&T has qualified for the Archery competition in the Pan Am Games.

The Trinidad & Tobago Target Archery Federation congratulates all our archers for their performance during the 2019 shooting season. TOSL would also like to salute Gregory for his social contributions outside of the Company.

Persons interested in learning Archery can find all needed information via www.ttarchery.com



Target Round at 50 and 70 meters

HSSEQ Corner

A.) HSSE: Back Belts - Myth or Protection



Lower back injuries are some of the most common injuries in the workplace and can be a costly and lengthy process to rehabilitate an employee. One of the most go to solutions to prevent this kind of incident are back belts or back supports.

Back belts, also called “back or lumbar supports”, were originally used in medical rehabilitation therapy. The theory is that they reduce internal forces on the spine, stiffens the spine and increase intra-abdominal pressure which counters the forces on the spine. It may also restrict bending motions and serve as a reminder to the worker to lift properly.

However, is there any scientific evidence to support these claims?

NIOSH (National Institute for Occupational Safety and Health) has reviewed the scientific evidence and concluded that the results cannot be used to support or refute the effectiveness of back belts in injury reduction. None of the studies could show that:

- the use of the back belt reduced the pressure on the spine,
- the reduction in mobility may increase the risk of injuring muscles and tendons, and
- the use of back belts also provides the worker with a false sense of security. They even go further as to not recommend the use of back belts among workers and that it should not be considered as personal protective equipment.



So how then do we effectively protect our workers?

1. Changes in the workplace involving job redesign, as part of an ergonomic program, that reduces lifting or the load on the back.
2. Use of equipment and other aids to lift.
3. Training programmes that are geared towards proper lifting and handling techniques.

Your back serves an important function in supporting your upper body while shielding your spine - so it makes sense to protect it.

**HSSEQ DEPARTMENT
NOTIFICATION**

DATE: 2019.06.04

CALL FOR ACTION



On Thursday 4th April 2019, two employees were working at SHELL Chaguaramas Base on a routine job securing a crash cage to the truck when the strap/ binder became twisted/ bundled as it was thrown on top the crash cage. One of the employees proceeded to climb on the first bar of crash cage to straighten the straps without using any fall protection.

Consequences – Employee could have fallen of the crash cage and truck.

Incident Type – Near Miss



Figure 1: Example of a crash cage on top on the truck bed. Arrow shows height that the employee climbed to in order to straighten the straps.

WHAT WAS DONE?

1. **CONVERSATION** – A conversation was held between the SHELL personnel and the two employees highlighting an alternative method of securing the crash cages. The employees were also reminded of the working at heights policy.
2. **ALTERNATIVE METHOD IMPLEMENTED TO SECURE CRASH CAGE:** The method of throwing the straps multiple times until they go properly across the cargo was implemented moving forward to avoid persons climbing on the crash cages to fix the straps.

LESSONS LEARNT:

1. **FOLLOW POLICY** – Employees must comply with the working at heights policy at all times.
2. **UNDERSTANDING WORKING AT HEIGHTS LIMITS** – The employee was not aware that the height at which he was working was above the working at heights limit. A marking was placed on the truck to easily identify the working at heights limit.

◀ Employees Spotlight ▶



Welcome to our New Employees

We welcome the following persons to the TOSL Family:

April

- ◆ Jimmy Riley (Estimator)
- ◆ Naveen Ramsawak (Workshop Assistant)

May

- ◆ Kwame Callendar (E & I Leak Testing Technician)

June

- ◆ Shawn McNicholls (Operations Manager -MOPU)

Special Occasions

- ◆ Josanne Cornwall (Baby Boy)
- ◆ Avinash Pirmal (Marriage)



Employee's Recipe Corner

This quarter we feature *David Seetaram's Mango Amchar*. This is a sweet version of the traditional Mango Amchar.

Ingredients

- 10 medium green mangoes
- 3 ounces of Amchar Masala
- 1 lb brown sugar
- 4 ounces of salt
- 2 small bundles chadon beni
- 3 heads of peeled garlic
- 3 hot peppers
- 2 tbsp. mustard oil
- 3 tbsp. vegetable oil

Method

- Cut mangoes in $\frac{3}{4}$ inch slices, remove seeds, wash and set aside.
- Place mangoes in about 2 gallons of boiling water and turn off heat.
- Remove mango from the water after 10 minutes.
- Grind garlic, chadon beni and peppers in a food processor to a coarse paste.
- Heat vegetable and mustard oil in a large pot using medium heat.
- Add the grounded mixture from above into the oil and stir well for 1 minute.
- Add the sliced mango, amchar masala, salt and sugar.
- Fold mixture and lower heat to simmer for 5 minutes.
- Use additional salt and sugar to adjust taste if necessary.
- Allow to sit for at least 8 hours before consumption.
- Enjoy as a side dish or savoury snack.



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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Fax: (1-868) 657-7502 (CEO's Office, Corporate Governance)
(1-868) 653-4188 (Metals)
(1-868) 652-9336 (Industrial Sales, Wire Rope, Safety, Business Development)
(1-868) 653-5404 (HR, IT, HSSEQ, Finance, Property Maintenance)
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Galeota Office: LP#356 Calmapass Village, Guayaguayare, Mayaro, TRINIDAD, W.I.

Phone: (1-868) 630-4802; 334-5037; 734-7099

Email: sales@tosl.com; customer-relations@tosl.com (for all locations)

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