



Tatil & Tatil Life Agents Honoured

On March 18th, 2016, Trinidad and Tobago Insurance Ltd (TATIL) and TATIL Life Assurance Limited, honoured agents at an awards ceremony held at the Trinidad Hilton and Conference Centre. The awards are held annually to recognize agents for their excellence and success. Sixty (60) awardees were recognized in the following categories: TATIL Life Gold Club, TATIL Challengers Club and the Centurion Club, amongst others. One of the first locally owned insurance companies, TATIL boasts approximately 40,000 policyholders and TATIL Life close to 70,000, capturing a large percentage of the insurance market.

Contents and photos courtesy
Trinidad Guardian



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ANSA McAL 2015 Year-End Financial Results



“We were born in hard times and flourish in hard times. We believe there are a lot of opportunities ahead.”
– Mr. A Norman Sabga, Group Chairman and Chief Executive of the ANSA McAL Group

On March 23rd, 2016 at its headquarters located on Maraval road, Port of Spain, the ANSA McAL Group announced a 9.2 per cent increase in profit before tax (PBT) for 2015.

The results showed that the Group’s portfolio continues to demonstrate resilience with all business segments in each geographic region recording acceptable revenue growth levels in 2015 that exceeded 2014. Speaking at the Stockbrokers’ meeting Mr. A. Norman Sabga, Group Chairman and Chief Executive disclosed the Group’s PBT as \$1.163 billion, up from \$1.065 billion for the previous year.

According to Chairman, “It’s a combination of things that accounted for ANSA McAL’s solid results at a time when the Trinidad and Tobago economy is sluggish”. He went on to say that, the conglomerate model works well when external circumstances are not doing well. “When one sector is down, the other sectors can grow and it’s this model that has worked well for us,” Mr. Sabga stated.

The Group Directors have approved a final dividend of \$1.10 per share which is expected to be paid on June 8, 2016. This is ten per cent more than the final dividend in 2014 and will bring the total dividend payable to shareholders for 2015 to \$1.40 per share.



MDs GMs Meet to Discuss Group Results

GROUP PERFORMANCE RECOGNITION 2016

We are pleased to recognize the following subsidiaries/divisions for their outstanding achievement in 2015:

- **ANSA Coating Limited:**
Best Health, Safety and Environment Compliance 2015
- **ANSA Polymer:**
Highest Increase in Export Sales over Prior Year 2015
- **Carib Development Company:**
Best Year End Audit and Governance
- **Grenada Breweries Limited:**
Highest PBT Attainment over Budget
- **Bryden Stokes Limited**
Best PBT Growth 2015



It has become a norm for the Group Chairman and Chief Executive, Mr. A. Norman Sabga to meet with the Executive team across the Group to review the financial results and March 24th, 2016 was no different.

Here are some highlights from the meeting:



*Photo caption:
Proudly showing the certificates that they received from Mr. A. Norman Sabga, Group Chairman and Executive*

*(from left to right):
Mr. Ian Mac Donald, Chief Executive Officer- Caribbean Development Company,*

Mr. Andrew Sabga, Deputy Chairman - ANSA McAL Group of Companies,

Mr. Jose Nivet - Sector Head of Distribution,

Mr. Ian Mitchell, Managing Director - ANSA Polymer Limited and

Mr. Roger Roach, Managing Director - ANSA Coatings Limited

CHAIRMAN EMERITUS RECEIVES THE KEYS TO THE CAPITAL CITY



On Tuesday 22nd March, 2016, the Mayor of Port of Spain, His Worship Councillor Keron Valentine, members of council and the administrative arm of the Port of Spain City Corporation, presented the “Key” to the Capital City of Trinidad and Tobago to Dr. Anthony N. Sabga, ORTT, Chairman Emeritus of the ANSA McAL Group. The ceremony took place at the Murchison Brown Auditorium, City Hall, Port of Spain.

Dr. Sabga was recognized for his invaluable contribution to the city of Port of Spain and Trinidad and Tobago. Dr. Sabga came to Trinidad at the age of 12 in 1930 and celebrated his 93rd birthday in 2016. He took over the family store at age 12, after his father took ill. When the call came from Dr. Eric Williams in the 1960s to become less import dependent, Dr. Sabga formed ANSA Industries, which manufactured refrigerators and other home electronics from local materials and successfully exported through the region. During the severe recession of the late 1980s, when oil prices collapsed, Dr. Sabga injected \$40 million of new capital into the then largest company in the company, McEneaney Alstons (McAL) and created the ANSA McAL Group.

Today, ANSA McAL is a multinational corporation with over 68 companies from Florida to Guyana. The ANSA Caribbean Awards for Excellence is considered amongst his greatest achievements and remains the only regional award which seeks out and rewards talented individuals in Arts, Sciences, Public Work and Entrepreneurship. It is entirely funded by the ANSA McAL Foundation.

The ANSA McAL family salutes our Chairman Emeritus, Dr. Anthony N. Sabga!

Check out the Highlights





Mr. Richard Ince, Chief Executive Officer of Bryden's Insurance presents cheque to Ms. Kimberley Rudder, PR & Marketing Co-Ordinator of Barbados Relay Fair

Bryden's Insurance Supports 2017 Barbados Relay Fair

Bryden's Insurance, is the first to pledge its support for the 2017 edition of the Barbados Relay Fair 2017 (BRF). This premier regional schools' athletic championship got the attention of Mr. Richard Ince, Chief Executive Officer – Bryden's Insurance as a health event in November 2015, and as of January 2016 Bryden's Insurance became an official sponsor.

Barbados Relay Fair is the major event of the local athletics calendar. BRF welcomes in this season the presence of a number of regional and international teams.

Mr. Ince thanked the BRF for the opportunity to support its initiative. "We were impressed with the exceptional levels of organization and the wide participation of teams from several other Caribbean countries. The kids seemed to be having a great time! This programme is entirely about promoting excellence among young people by building self – esteem and a positive lifestyle through sports. Brydens Insurance is delighted to pledge our ongoing support as a sponsor for the event in the 2016 – 2017 season" Mr. Ince stated.

Content taken from The Barbados Advocate

Jaguar launches latest luxury models at Trafalgar Motors Showroom



*Mr. Shawn Aleong (left), Sales and Marketing Manager for Jaguar Land Rover and Regional Manager, Interamericana Trading Corporation (ITC), David Goddard, look over the Jaguar XE, one of two premium luxury cars launched at the Trafalgar Motors showroom in Port-of-Spain.
PHOTO: ABRAHAM DIAZ*

Interamericana Trading Corporation (ITC) confirmed that Trinidad and Tobago has one of the largest markets in the Caribbean for car manufacturer Jaguar. As a result of this, very aggressive sales targets have been set.

The local launch of the manufacturers' latest models, the Jaguar XE and Jaguar X, was held on March 11th, 2016 at the Trafalgar Motors Showroom, Port-of-Spain. Mr. David Goddard, ITC regional Manager, said sales events are planned starting with special Jaguar Land Rover offers for customers looking for vehicles in the price range of \$572,000 and above.

Mr. Goddard stated, "In 2016, we are expecting the market to sell approximately 7,000 new vehicles. The premium luxury segment in T&T is the largest in the

Caribbean and we expect to see it finish with 1,000 units this year, so it is a very significant opportunity for our brand, Jaguar Land Rover."

Speaking at the launch, Mr. Goddard said, "We are very competitive with our rates in partnership with ANSA Merchant Bank as well as TATIL Insurance for what we believe is the best offer in the market at this point.

Another Jaguar model, the X Phase Cross Over, an SUV, will be launched in the Trinidad and Tobago market in June.

Mr. Goddard said he is confident the recession in Trinidad and Tobago will not affect their niche market.
Content taken from the Trinidad Guardian

ALL for You

Innovation, Technology & Performance.



Diamond Motors hosted its first " FUSO Ride and Drive Event" on March 11th and 12th, 2016 at the Divali Nagar site, Chaguanas. The event showcased some of the best units in its class from the light, medium and heavy duty trucks. These trucks were put to the test on the make shift track by clients.

The purpose of the " Ride and Drive" was to promote the FUSO brand to existing and potentially new clients. Several loyal customers such as Junior Sammy, WGP Group, Hadco, Blue Water and Bhagwansingh Hardware were present at the event.

FUSO is predominately the commercial segment of Diamond Motors which carries the widest range of Trucks in Trinidad and Tobago. Mitsubishi vehicles possess rally-tested toughness, performance, and reliability, making the brand one of the most trusted names in the vehicle market. Diamond Motors distributes a top selling sedan, the Lancer series, the ASX Sport Utility Vehicles, L200 Pick Ups, and a range of Vans, Buses, and Heavy Commercial Trucks.

Diamond Motors houses the nation' s leading state of the art Auto Collision and Repair Body Shop. The company ensures top class customer service with knowledgeable sales personnel and highly trained auto engineering personnel; superior after sales and maintenance systems, as well as offers the very competitive auto insurance and financing InOne Package.

Check out some highlights:





Guardian Neediest Fund assists Ezekiel Letren - A True Champion

The Corporate Communications Team from ANSA McAL Ltd had the pleasure of meeting 10 year old, Ezekiel Corlando Letren who recently visited the headquarters of ANSA McAL Ltd. Ezekiel was featured in Guardian Media Limited's segment "Against the Odds", on CNC3 as well as in an article written by Otto Carrington of the Trinidad Guardian.

Ezekiel's brain and spine were not developed properly which resulted in a number of medical procedures and surgeries. Corrective spinal surgery was done and now Ezekeil is able to sit. Additionally, a shunt was placed in his head to drain fluid that was gathering around his brain.

Ezekiel is passionate about technology and archery, but swimming is the sport he is really excited about. Through the Guardian Neediest Fund, Ezekiel was the beneficiary of a walker, special swimming classes during the Easter vacation and appropriate gear. His determination to excel surpasses an average ten year old. The Group Corporate Communications Team and the Guardian Neediest Cases Fund were pleased to assist this young Champion.

Sherry Voss, Trustee, Guardian Neediest Cases Fund, (left) presented a cheque to Seanelle de Freitas (mother of Ezekiel), during a presentation at TATIL Building, Port of Spain. Also in photo are Ezekiel Corlando Letren (centre) and members of the Board of Trustees – Dr. Anna Mahase (right) and Ms Kim Gillezeau.



Natasha Ramnath, Group Corporate Communications Officer greets Ezekiel Letren upon his arrival at TATIL Building



ANSA McAL Supports Transparency Institute's Public Outreach Programme

The Corporate Unit of ANSA McAL was pleased to assist the Trinidad and Tobago Transparency Institute in its efforts to promote good governance, drive legislation and combat corruption in Trinidad and Tobago through their Sustainability Project. The institute benefitted with financial assistance towards their Public Outreach Education Programme for a period of 3 months.



Mr. Derryck Murray, Chairman, Trinidad and Tobago Transparency Institute receives a cheque from Ms. Sharon Balroop, ANSA McAL Group of Companies, Corporate Communications Manager



ANSA McAL Supports AMCHAM's Signature Youth Initiative

ANSA McAL, with its commitment to its social responsibility programs, sponsored trophies for the National Youth Productivity Forum (NYPF) hosted by the American Chamber of Commerce of Trinidad and Tobago (AmCHAM). The NYPF was themed "Diversity... Inclusion... Towards a more Productive T & T". Examining the theme, each school was required to tackle the issues from the perspective of Business, Government, Labour and Civil Society. The four schools advancing to the finals were Queen's Royal College, St. Joseph Convent, Port of Spain, Woodbrook Secondary and Cowen Hamilton Secondary. The Group was pleased to support AmCham's signature youth and international award winning project.



Ms. Melissa Pierre, AMCHAM Senior Trade and Projects Officer, left, receives a cheque from Natasha Ramnath, ANSA McAL Group Corporate Communications Officer



John Memorial School, Tobago receives assistance from ANSA McAL

The ANSA McAL Group was pleased to contribute towards the John Robert Memorial School, Tobago, Sports Day which took place on March 24th, 2016 at the Cyd Gray Sports Complex, Tobago. The Group sponsored trophies for the winner of the “400m marathon” and the “Champion House Challenge” as well as 45 sets of medals for the 1st, 2nd and 3rd place winners in each category.



Ms. Dionne Smith representative from John Robert Memorial School and Ms. Samara R. Ashby, ANSA McAL Group Corporate Communications Officer II with the sponsored medals and trophies



Balman United Cricket Club Receives a boost

Balmain United Cricket Club received a boost when ANSA McAL sponsored the uniforms for the 2016 cricket season. The team was the first in the league to qualify in the quarter finals of the Central Zonal Council (CZC) T20 cricket competition. Several of their youth players represent the Central Zonal team at the Under 13, 15, 17 and 19 categories.



Mr. Brent Morgan, Secretary and Captain of Balmain United Cricket Club receives a cheque from Mr. Kirwin Girdharry, ANSA McAL Premier Card Officer

HRMATT puts the spotlight on

Rahim Mohammed: Navigating the Business of HR

Karel Mc Intosh, MSc (Distinction)
DIRECTOR OF TRAINING & MARKETING
LIVEWIRED GROUP

How do you manage the demands of leading HR for one of the biggest sectors at a huge, regional conglomerate?

You hire the right people, build a strong team, and flex your time management, administrative, and leadership skills. Putting in extra hours may also be necessary – especially when you need to balance regular business travel with employee engagement, talent management, industrial relations, and the many to-dos that cross a human resource manager's desk. That's the formula used by Rahim Mohammed, Sector Human Resources Manager – Beverage Sector, at the ANSA McAL Group of Companies.



“

Sometimes you'll see an e-mail I sent at midnight or 2 a.m. So, yes I work at night, but I also get time [during the day] because I have a good team. There's a lot to do when you have such a broad role, and some things can fall to the wayside. So, I need to have a strong sense of follow up. Delegation and empowerment are key to implementing plans.

HR-MATTers

It's been three years since Mohammed joined ANSA McAL, one of the Caribbean's largest conglomerates. He took up the post of Sector Human Resources Manager for the Group's Automotive Sector in 2012. In 2014, he moved to the Group's Beverage Sector.

His portfolio is broad.

Overseeing human resources and health and safety for the Group's operations in Trinidad and Tobago, Grenada, St. Kitts & Nevis, and the United States, he's responsible for seven of ANSA McAL's subsidiaries. Subsidiaries that continue to drive iconic, Caribbean brands like Carib Lager, Stag, Mackeson, Shandy, and Malta Carib, as well as huge, international brands such as Heineken and Guinness. In Trinidad and Tobago, he is accountable for Carib Brewery Limited, Caribbean Development Company Limited, and Carib Glassworks Limited. In St. Kitts & Nevis, he oversees Carib Brewery (St. Kitts & Nevis) Limited, and – in US territory – ANSA McAL US Inc., and DCI Miami Inc., a beer import and marketing company focused on building the group's brands in the US.

Added to his workload, he is also a Director on the Board of another subsidiary – Grenada Breweries Limited – a testament to his reputation as a shrewd HR and business strategist.

This isn't his first time balancing such a hefty portfolio.

Prior to joining ANSA McAL, Mohammed was a banker at Citigroup in Trinidad and Tobago. Responsible for 18 territories – including Aruba, Curacao, Bahamas, Cayman Islands, and The Eastern Caribbean – he managed a portfolio of customers in the bank's institutional client group. Cash management, trade, liquidity management,

investments, and export agency finance were just some of the products he dealt with, as he helped clients to navigate business decisions. He also served as a manager in the Human Resources Department, covering the Bank's operations in Trinidad, Barbados, and Bahamas. This is the type of experience that has given him the title "all-rounder" among his peers, and has helped to hone his business and HR skills.

Mohammed the Multiplier

A big fan of the *Wall Street Journal* bestseller "Multipliers: How the Best Leaders Make Everyone Smarter", it's obvious that Mohammed sticks as closely as possible to being a "multiplier", a leader who amplifies his team's capacity and intelligence to produce better results. For him, failure would involve being a "diminisher" – someone who drains capability and intelligence from his team.

"He is a good mentor in that he's not one to hold on to knowledge and not pass it on to his staff," says Rachael Sudan, Carib's Senior HR Officer. "He may seem older than he is and more mature, but in terms of relating to his staff he's good with that. If we work on a project, we get the praise for it. He gives us the opportunity to present to management, sit in on meetings, and chair meetings. He always says we have to make him redundant, because he won't be in one post forever. He's a real firecracker."

Being a "charismatic, coaching, transformational" leader might be Mohammed's personal goal, but it's also a must with a portfolio as large as his. Team members get "good exposure" in managing a regional portfolio, and he shares strategic workloads with all of them. For example, the Human Resource Officer for Caribbean Development Company also manages HR in St. Kitts and Nevis – with some support 'on the ground'.



Working with Rahim is the most developmental time of my career so far, because he allows you to get the exposure that you need. He never holds you back, and he always has these coaching conversations, she further explains. He's always coaching. Always guiding. And I'm not saying this for good PR. Rahim is a really good leader. He leads by example. He takes you along the journey.

*Cindy Wilson, Performance Management/Organizational Development Lead,
whose scope of work covers all of the Group's beverage subsidiaries.*



Rahim Mohammed during a walk-through with employees.



ANSA McAL has had quite a journey in the global, beverage sector. Since its birth in 1950, when Carib Lager beer was just TT16 cents a bottle, Carib Brewery has become an industry leader, dominating the regional market, and reaching international markets like the United States, Canada, Europe, and Hong Kong. With three breweries in the region – in Trinidad, Grenada, and St. Kitts and Nevis – it produces more than 1.2 million hectolitres per year, and employs over 1,000 people.

The company also formed partnerships with international companies such as Heineken International B.V., Guinness, Interbrew, Ginseng-Up Corp, and Diageo, allowing it to produce international brands like Guinness, Mackeson Stout, Carlsberg Beer, Smirnoff Ice, and Heineken under license for local distribution and export – a move that supports its objective of building a portfolio of global, beverage brands.

Entering 2016 with an economy negatively affected by falling oil prices, the company continues to search for ways to increase market share – from expanding into foreign markets to launching new flavours and products. Mohammed, like other executives, is buoyed by the Group's proven ability to deliver consistent performance in varying economic circumstances.

With Carib Brewery carrying the flagship brand, Carib beer, Mohammed's current focus is on ensuring that employees understand their jobs, and how they help the company to achieve its objectives.

Still, he faces several HR issues.

The manufacturing workforce is shrinking. There is a lack of skilled labour in technical areas. Carib Brewery has to find and keep skilled talent. And they have to meet their training needs.

Mohammed also lists slow response times and cultural differences as some of the challenges one can face in managing regionally. In most territories, core HR challenges are constant – namely talent management, leadership development, industrial relations, and culture change. On the US side of the business, he also has to adapt to a different culture and highly regulated laws.

"Within Carib, you can't manage HR from your desk," he says. "You need to spend a percentage of your time on the floor, meeting with employees, and championing the issues that you're hearing or seeing."

Improving HR's communication

When Mohammed first joined Carib, in 2014, the environment

was very tense, as the company and union were now coming off of the heels of stalled negotiations. Mistrust and low motivation were rampant.

"Coming out of a tense environment and stalled negotiations at Industrial Court, it was a difficult time with the union, but I managed openly and collaboratively," he says. "A lot of our decisions and initiatives are starting to involve the union. The relationship is changing momentum into one of a partnership rather than antagonism. Company decisions affect the unionised population, and union members sometimes really give good input and feedback. A big part of improving relations had to do with communication."

Improving communication meant opening up meaningful dialogue.

"At the beginning of 2015, for example, we held a company-wide meeting, and we shut down the company that day," he says. "We shared our vision, goals, and plans. Everybody... from executives to labourers and fork lift drivers attended. We also invited the head of the union to give an address. We brought in all of the players, so people – for the first time, in a long time – understood the challenges the company is facing, and saw that an effort is being made where the company and the union are working together for the benefit of everyone."

That's not to say that Carib's industrial relations operates in a land of utopia. In December 2015, due to wage negotiations, Carib and the union found themselves back on the roller-coaster ride of industrial relations. Still, Mohammed is encouraged by the Group's HR successes so far, which seek to highlight the intangibles at work. Like its attempt with the union, Carib has also taken a more open approach to communication with employees.

"Each division is mandated to host town hall meetings every quarter," he explains. "We have to ensure that staff feels that they can share their views, and we have to get their feedback and action the feedback. We also encourage every division to have weekly meetings to ensure that they're on top of their goals and KPIs. What we've seen are less issues and grievances coming through the union... which means managers are addressing the issues."

HR has also implemented other initiatives, like the Carib Bright Ideas programme. With Carib Bright Ideas, employees can suggest ideas or solutions for workplace issues, and submit them to their managers, who forward the recommendations to a committee. Ideas are then assessed, and employees whose ideas are implemented get a financial reward.



At one time, people weren't so motivated," Mohammed explains. "They were seeing things happening, where company resources were being wasted. Once we gave them avenues to voice their opinions, they helped with solutions. So, we've seen a vast improvement in people's attitudes. It's a lot about HR helping to change the culture and leadership style to one of a more open and collaborative environment where people are motivated to solve issues.

All of ANSA McAL's subsidiaries use the same HR strategies, but they tailor solutions for the various sectors' specific needs.

"Getting the People Basics Right" – the tagline from the Group's Leap of Faith employee engagement principles – is a clear call to action for its HR team. One of the exercises the Group undertook was a Group-wide employee engagement survey in 2013, which enabled employees to share feedback about the Group's practices in areas such as leadership, management-employee relations, work organisation, communication, and talent management. Each sector had to develop an immediate action plan to address shortcomings, and managing directors, sector heads, and all HR managers now actively participate in ensuring that departments stick to their action plans.

Other successes include rolling out the Group's Human Resource Information System (HRIS) in all sectors – an initiative led by Head Office's HR, and completing its first round of the ANSA McAL Champion Graduate Trainee Programme last year, the latter attracting what Mohammed calls "an incredible" number of top-performing graduates. He seems especially proud of the Group's ability to attract top talent, calling it "an employer of choice".

He says, "We are focused on succession planning, reward and recognition, and strategic performance management."

But is there any upward mobility for top talent? Are they factored into the Group's succession planning?

Talent and succession

"ANSA's current HR strategy focuses on aligning people's aptitude and qualifications to the organisation's goals, and transforming the way we manage and grow our most valuable assets, our people," he says. "We advertise every single

job internally. Employees get the first opportunity to apply. We need to recognise internal talent and give people the opportunity to develop and grow. We had a lot of internal promotions last year. I had three within HR."

Mohammed adds that the Group is focused on talent-based succession: "All leadership and operational-critical positions have been identified, and successors have been identified with a readiness timeframe to assume the position. Each potential successor also undergoes rigorous developmental training, governed by a personal development plan."

When it comes to talent and personal development, you can make an educated guess about the type of performance Mohammed expects from his own staff.

"I believe that we have and are grooming better qualified and equipped HR professionals – in Trinidad and Tobago – to operate at a more strategic level," he says. "However, unless you as an HR professional can prove that you are commercially minded, there is still a stigma around personnel management."

Talking business

He adds: "HR professionals need to understand the business they operate in. If you're in banking, know banking. If you're in cars, know cars. In Carib, we need to know logistics, marketing, finance, production etc., so that when we have a meeting with other managers, we can talk the business, assess challenges, and show that we're trying to support them.

"Each HR professional must know much more than HR, which makes the HR profession even tougher. Don't come in as the textbook HR person. A lot of HR people fail because they're still thinking textbook HR. Textbook HR doesn't cut it

these days. Show your colleagues that you can help to deliver on business objectives. You need to picture yourself as the CEO, and help drive the business. I always say that in most instances, HR is sometimes the last thing an HR professional needs to contribute. When it's needed, you have to be very skilful in incorporating pure HR into a business conversation."

So, does he walk the talk?

"I get really involved in the business and operations, marketing initiatives, logistics, etc.," he says. "In addition to meetings with other executives, I am also involved with the middle-management level, coaching and mentoring them, and connecting with the shop-floor to understand and address their concerns."

As a multiplier disciple, he ensures that his staff does this too.

"What I push the staff to do is get involved," he says. "We've worked with the executive management to do manpower and efficiency studies, and revamp the production environment. One of our Senior HR Officers was part of the team developing strategies to grow the business in the next five years. My HR Officer is in production meetings... in the marketing and sales meetings... in new product development [meetings]. She's on the truck with the drivers... on the plant looking at the bottles running. The bottom line is HR needs to be in the business. When you're actively involved, people will

actively solicit your feedback. I have seen cross-functional relationships among divisions strengthen to the point where HR is seen as a business partner and is an integral part of the organisation and strategic decision-making."

It's clear that Mohammed defines himself by his leadership style, his business savvy, and his team's progress.

When I ask him about his personal vision, he says: "I would like to leave a legacy of transformational leadership and accountability with employees at all levels. I want to create a culture where the core values are not only infused in our daily operations, but extend beyond the walls of the company. Each employee must feel that their contribution is important to the organisation's success, and that they are valued. The main highlight of my career though is seeing the development and growth of my direct reports and extended team, both past and current. Every day is a coaching session and it is very good to see their progress."

As a fan of the multiplier philosophy, Mohammed's legacy might well be measured by the calibre of his team, and whether they too will seek to amplify people's capacity to produce better results. One thing is clear. He has the confidence, competence, and determination to make it happen. ♦

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