



the

LINK



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Celebrating **OUR SAFETY** *Achievements*



Team PCS, overall winners of the 2015 Phosphate & Nitrogen Emergency Response Competition, and recipients of the 2015 Managing Director's Award for Excellence in Safety; L-R - Kerron Ahye, Keron Williams, Jason Harnarine, Clinton Ramnarine, Khion Mc Kenzie, Joel Aguilal and Teemal Jagdeo.



PCS Nitrogen Trinidad Limited is a subsidiary of Potash Corporation of Saskatchewan Inc. (PotashCorp).

PotashCorp is the world's largest fertilizer company by capacity, producing the three primary crop nutrients: potash (K), nitrogen (N) and phosphate (P).

As the world's leading potash producer by capacity, we are responsible for nearly one-fifth of global capacity through our Canadian operations. To enhance our global footprint, we also have investments in four potash-related businesses in South America, the Middle East and Asia.

With operations and business interests in seven countries, PotashCorp is an international enterprise and a key player in the growing challenge to feed the world.

PCS Nitrogen Trinidad is located on the Point Lisas Industrial Estate and operates four (4) ammonia plants and one (1) urea plant.

In this Issue

Managing Director's Message	2
PotashCorp SHE Summit	3
CYBER Update	4
The Sleeping Invisible Bear	6
PCS Model Farm Update	7
Growing Leaders	9
PCS contributes to Bishops High School	10
PLEA Teachers Training	11
UWTT Update	11
Breadfruit Update	12
PCS Employees Cycles to the Shore	13
01/02 Spreads Yuletide Cheer	14
Employee Achievements	14
PCS Curry Karaoke Cookout	15
PCS Long Service Awards and Christmas Party	16
PCS Children's Christmas Party	18
Retirees	20
New Employees	21
Wellness Update	22
HIV/AIDS Update	23
Help Desk	24

Imprint

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Managing Director's MESSAGE

What a year it was! But we made it! Without a doubt, it is our employees' loyalty, commitment to duty and the quality of collective efforts that have kept us strong in very trying times.

Like any family, we at PCS know when it is time to band together, buckle down and strive to do more with less. In 2015, we experienced it all with both trials and triumphs.

Fifteen (15) of our finest and dearest moved on to much deserved retirements. While we miss them, their connection to us remains. We understand that this is life's progression and wish them only the best.

The coffers of our collective pride were replenished once again, with the outstanding success of our Emergency Response Team in an international forum. We were also justly proud when five of our bright young stars, children of our employees, were awarded PotashCorp Scholarships.

Perhaps our best quality is our sense of compassion and desire to do good in this world. This revealed itself again and again in 2015, including our energetic participation in United Way's National Day of Caring and the global Free the Children initiative. Our people consider service to others as an opportunity and a privilege.

These are just a sampling of the depth of our values and the diversity of experiences we continue to share throughout the years.

I always maintain that in difficult times, PCS people are the people you want to stand with you. Our commitment to safety and sustainable success has never wavered. Indeed, it seems challenges bring out the best in us. So it is with great pleasure and pride that I warmly congratulate and recognize our employees for their contributions in making us a resilient, responsive and strong Company. And even as we say thank you, we ask for more of the same, so that together we can face every challenge and maximize every opportunity that comes our way.

As new possibilities emerge from the horizon, my wish is that God richly blesses all of you and your loved ones for a New Year filled with joy and fulfilment.

Ian E. Welch,
Managing Director,
PCS Nitrogen Trinidad Limited

2015 Safety, Health & Environment, and Global Procurement Summits



Our Managing Director, Ian E. Welch, along with representatives from the Safety, Health & Environment (SHE) Department, Procurement, Training and two Front Line Supervisors, comprised the PCS Nitrogen Trinidad Team which attended the Fall SHE and Global Procurement Summits held in Chicago from 19-23 October, 2015.

The SHE aspect of the Summit highlighted the importance of eliminating the potential for Serious Injuries and Fatalities, preventing environmental incidents, managing occupational hygiene, as well as promoting health and wellness at all sites.

Break-out sessions were held for the Environment and Safety professionals to discuss the frameworks being implemented towards sustainable site safety leadership and environmental stewardship.

Our Safety Leadership Coach, Ramsingh Boodoosingh, along with other Front Line leadership coaches from the various

sites, shared discussions with attendees on their role and impact on the Safety Engagement Training which they facilitate.

The Training break-out meeting deep dived into the on-going, on-line trainings and software system being developed for personnel at all sites to enhance and build employees' knowledge, competencies and capabilities.

Meetings at the Procurement Summit focused on aligning all PotashCorp Procurement professionals with the innovative tools and techniques to be implemented towards achieving leadership attributes, procurement goals and efficiency at all sites.

Members of Procurement Department with Lianne Moy Hing of SHE





Bring Out 'D' Ham CYBER Breakfast 2015



Members of the CYBER Steering, and Communications Teams

Each year the CYBER Steering and Communications Teams host a breakfast for employees and contractors at the Employees' Centre, in thanks and recognition for their continuous commitment to the CYBER process throughout the year. Both teams toil tirelessly in preparation, weeks before this event, and even arrive as early as 5.00 am on that morning, to ensure that everything runs smoothly, and to serve each person with a warm and welcoming smile.

On December 17, 2015, as everyone joined the breakfast line, the joyous melodies of *Parang* rang out. On the menu were sorrel, hops, sada roti, turkey, baigan choka, tomato choka, pastelles and a Christmas staple and in house favourite....ham! These items were welcomed with opened arms and eager tummies. The happiness on the employees' faces is a recognizable reward for a job well done.

This event encourages everyone to sit and enjoy a hearty breakfast with colleagues. There was not an empty seat in the building, as contractor and PCS personnel gathered for one of the best traditions here at PCS Nitrogen...The Annual CYBER Breakfast.



Employees enjoying the delicious breakfast

The breakfast was a major success and we look forward to an equally fantastic one in 2016, as well as increased CYBER Observations during the year!

Christmas time is about giving and in true PCS nature, Paul Affonso, CYBER Facilitator, delivered trays of unopened breakfast items and desserts to the Ezekiel Children's Home in the neighbouring community of Preysal, as a special treat for the children and caregivers.



Contractors too!

CYBER DATA for 4th Quarter 2015

ITEMS	OCT	NOV	DEC	YTD	YTD TARGETS
Contact Rate	5.40	4.21	4.00	6.18	2.50
Active Observers (%)	52.67	45.33	45.78	43.24	35.00
No. of Coached Observations	277	231	145	2,869	1,560

CYBER Update - Safety Recognition

CYBER OBSERVER OF THE MONTH

Each month the CYBER Steering & Communication Teams recognises a CYBER Observer for their outstanding contribution towards the CYBER process. The CYBER Facilitator along with the CYBER Steering Team goes through the monthly data and nominates persons based on the following criteria and then votes for the Observer of the Month:

- The number of observations done during month and how many at risk behaviours or exposures were captured on the CYBER Sheets
- The number of coached observations done by the observer
- The comment quality of observations
- If any of the nominees observations removed barriers or identified a Serious Injury or Fatality (SIF) potential
- If the nominee promotes the CYBER Process

We congratulate all those who have contributed to the CYBER Process and congratulate them on their commitment to Safety:

 <p>JANUARY Lyndon Dhalai 01/02/OSBL Plant</p>	 <p>FEBRUARY Vinod Persad 01/02/OSBL Plant</p>	 <p>MARCH Ellis Edwards 03 Plant</p>	 <p>APRIL Jean Paul Rambaran Urea Plant</p>	 <p>MAY Nathanael Dasent 01/02/OSBL Plant</p>	 <p>JUNE Narad Mahadeo Urea Plant</p>
 <p>JULY Kenneth Williams 04 Plant</p>	 <p>AUGUST Garth Yearwood 01/02/OSBL Plant</p>	 <p>SEPTEMBER Lindy Baboolal Procurement</p>	 <p>OCTOBER Leonardo Joseph Urea/UFC/Demin</p>	 <p>NOVEMBER Durrelson Ramjitsingh 01/02/OSBL</p>	 <p>DECEMBER Aaron Young Urea/UFC/Demin</p>

SAFETY RECOGNITION AWARD

Our monthly Safety recognition system reinforces desired behaviors and seeks to maintain enthusiasm, increase participation and show appreciation to individuals, groups or the entire organization for their contributions to the safety and cost containment process. Our safety recognition program is about valuing employees' efforts and having respect for who they are and what they do to continue to add meaning and value to our Safety culture.

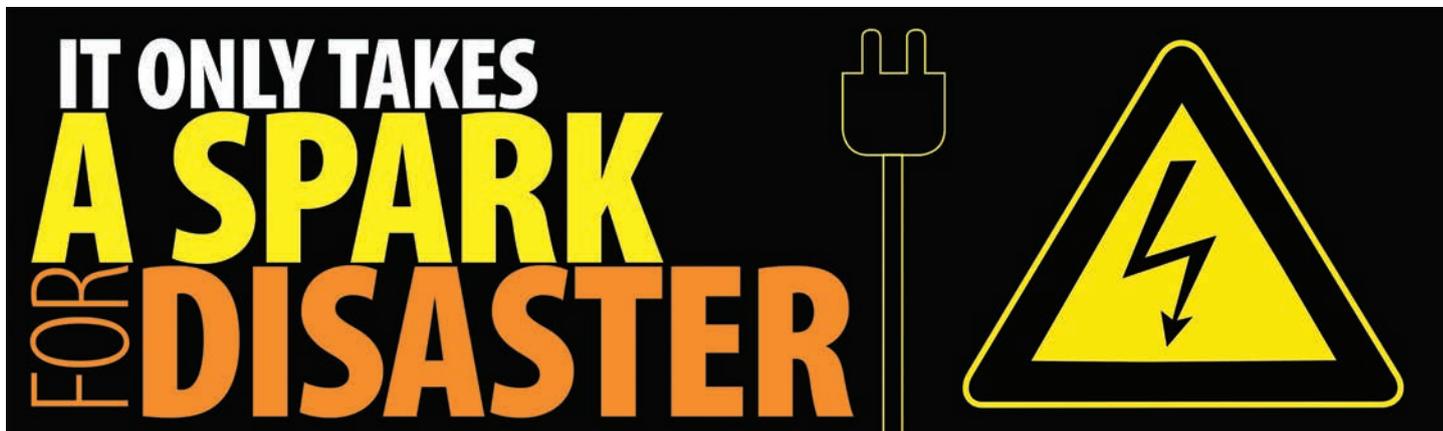
We congratulate our awardees

November:
Rohan Mooloo, Plant Technologist
Rohan demonstrated great leadership in taking the initiative to utilize the online safety videos at the start of his weekly morning meetings. The Manufacturing Team has also adopted this initiative and practice at their weekly Monday morning meetings.



December:
Cyber Steering and Communications Teams
Hosting of the December 2015 Christmas Breakfast for all employees, and contractors.

The Sleeping Invisible Bear



In November 2015, all Electrical and Instrumentation and Operations personnel at the PCS Nitrogen Trinidad site participated in an Electrical Safety refresher course. The content of the training involved updates to the NFPA 70E (National Fire Protection Association) Safety Code and an overview of how to work safely with and around Electrical Equipment. This course was necessary to ensure that persons performing electrical work on our site are equipped with the knowledge, in addition to the training, to complete Electrical work safely and return to their families.

Electrical workers generally take due diligence in performing work by reviewing drawings and properly preparing prior to commencing the job, since the hazards that exist are unseen and can be fatal. Personnel cannot readily tell whether or not voltage is present on a cable by simply looking at it and testing has shown that contact with small amounts of current can cause ventricular fibrillation and even death. Recent studies have also shown that the risks associated with an electrical arc (that spark you see when you pull out a plug) can also be as harmful as that associated with shock. Proper training, tools and equipment must be used when performing electrical work to ensure the safety of the worker.

The NFPA defines a Qualified Person as one who has demonstrated skills and knowledge related to the construction and operation of electrical equipment and installations and has received safety training to identify and avoid the hazards involved. Therefore, watching the electrician wire your house does not qualify you to make modifications to the wiring or perform new installations. It is advisable to hire a Licensed electrician to make all necessary modifications or additions to electrical wiring. Many persons pose as electricians and use rule of thumbs when performing electrical work rather than calculating the cable size and ensuring cables, devices and protection are adequately sized for the equipment. Improperly rated and installed equipment can result in property damage and/or even damage or death.

Below are a few tips for working with Electrical Equipment in and around the house:

- Ensure a licensed electrician performs all changes or modifications to house wiring.
- Do not use indoor rated equipment outdoors. Water is a good conductor of electricity so ensure rated equipment are used and cords and plugs are not immersed in water.
- Do not alter plugs with tapered heads or ground pins since these both serve a purpose.
- If a breaker trips do not reset and use again without an electrician checking the system.

- Avoid using damaged extension cords and minimize traffic over the cords, such as office chairs or vehicles. Damaged cords should be disposed of immediately.
- Cables, cords, fittings, etc. usually have a rating stamped on them and these should not be exceeded to minimize electrical shock or fires.
- Electrical lighting and fittings should have a UL tag attached.

Self Check

- You put a higher rated bulb in a fixture for a lower rating because you wanted the room to be brighter – Do you know this could result in a fire due to overheating?
- You don't press the button marked test monthly on the GFCI (Ground Floor Circuit Interrupter) in your bathroom, kitchen or outdoor plug OR you probably don't have GFCIs.
- You have modified an extension cord or plug to allow equipment use.

It is certain that most people would have violated at least 50% of the above and the result could have been more significant than it was. One of the most useful elements in our daily lives is also one of the riskiest. The frightful fact is that the existence of the hazard is most times unknown or invisible. So if you are not a qualified person do not interfere with electrical items or poke the bear because if he is invisible, the dangers are much worse.

Understanding Soil Erosion

Soil erosion can be described as the process by which either wind or water flow removes soil, especially top soil, from one location and transports it to another location where it is deposited.

The word erosion is derived from the Latin word erodere meaning to 'wear or gnaw away' the same root that produced the word 'rodent'. Erosion is a natural process, but land mismanagement practices have contributed to, and accelerated its effects.

The signs and consequences of erosion are visible around our country, and through its training programmes and practical applications e.g., crop rotation and mixed cropping, the Model Farm has demonstrated the correct courses of action which the farming community can undertake to mitigate the effects of such erosion.

Water Erosion

This is one of the main causes of soil erosion, and it results in loss of top

soil which is most fertile because it comprises of organic matter, nutrient rich minerals and is teeming with soil life. This top portion plays a major role to high yields and good profits.

Splash erosion is the first stage of the erosion process occurring when raindrops hit bare soil. This impact breaks up soil mass so that individual soil particles are 'splashed' onto and/or away from the soil's surface. Splashed soil can rise as high as 60cm above the ground and move up to 1.5 metres from the point of impact.

Sheet erosion is regarded as the second stage and it involves surface water runoff with detached or loose soil materials from splash erosion. This form of erosion is very subtle but easily recognizable by any accumulation of top soil at low

areas within the field. Early signs of sheet erosion include bare areas, water puddling as soon as rain falls, exposed tree roots, and exposed subsoil.

The next stage is **Rill erosion** which is visible as narrow, well formed channels running downhill and are generally less than 30cm deep. They develop when surface water concentrates in depressions and erodes the soil. Rill erosion is common in bare agricultural land and in freshly cultivated soil where the soil structure has been loosened. The rills can easily be removed with farm machinery, and by reducing the volume and speed of surface water with grassed surfaces and contour drains. Rill erosion is often described as the intermediate stage between sheet erosion and gully erosion.





Water Erosion



Wind Erosion



Mass Movement

Gully erosion can be considered as advanced rill erosion and are channels deeper than 30cm that cannot be removed by land preparation practices. In addition it will be a safety issue for farmers not paying attention whilst using farm machinery.

Wind Erosion

This is the detachment and movement of soil particles by air moving at least 20km per hour. Wind moves the soil either by suspension and/ or saltation. Suspension occurs when the wind lifts fine soil particles into the air leading to dust storms whereas saltation occurs when the wind lifts larger particles off the ground for short distances.

Evidence of wind erosion is a haze of dust comprising fine mineral and organic soil particles that contains most of the soil nutrients. Actions to minimise wind erosion include

retaining a vegetative cover to reduce wind speed at the ground's surface; and planting windbreaks to reduce wind speed.

Mass Movement

Mass movement is the downward movement of soil and rock under the influence of gravity. It is most frequent on slopes above 25 degrees with little vegetation and often occurs after intense and continuous rains when the soil becomes waterlogged and heavy. Types of mass movement include landslips and, landslides.

Factors increasing mass movement include erosion undermining the foot of a slope, and loss of stabilising roots through removal of vegetation. Because gravity is the principal force in mass movement, remediation actions include fencing off suspected areas, and replanting with trees, and perennial shrubs and grasses.

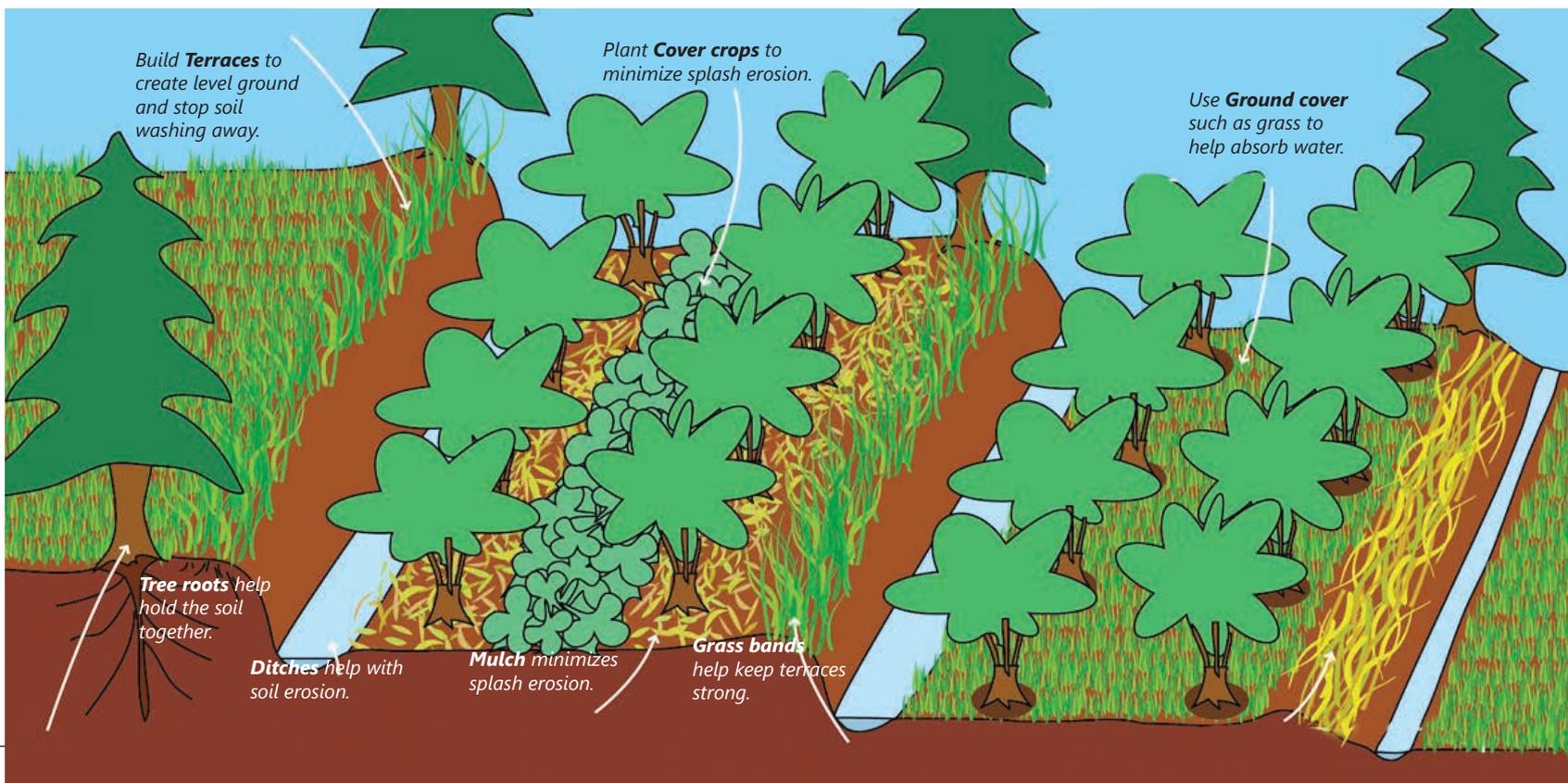
Prevention of Erosion

The most effective known method for erosion prevention is to increase the vegetative cover on the land. This helps prevent both wind and water erosion. Terracing, which is an extremely effective means of erosion control, has been practiced for thousands of years by people all over the world.

Windbreaks or shelterbelts are rows of trees that are planted to shield agricultural fields against prevailing winds. In addition to significantly reducing wind erosion, windbreaks provide improved microclimates for crops and aesthetic improvements to the agricultural lands.

Traditional planting methods, such as mixed-cropping and crop rotation have also been proven to significantly reduce erosion rates.

(Bottom) Ways to minimize soil erosion



Growing Leaders helps PotashCorp prepare for the future



“Before anything else, preparation is the key to success.” - Alexander Graham Bell

This is the philosophy PotashCorp took to heart when it created the Growing Leaders Succession Program. And now that the first crop of 13 potential leaders has completed their two-year journey, we are preparing to select another group of employees to start the program in 2016.

“With Growing Leaders we have purposefully, intentionally created a distinct experience for high-potential leaders in our company who have shown great promise for further growth,” says Candace Laing, PotashCorp’s Senior Director, Organization and Talent Development.

Participants are drawn from a range of sites, representing each nutrient and our corporate division. Their activities during Growing Leaders include assessing their leadership styles, coaching by peers and senior leadership, and in-depth education about all aspects of PotashCorp’s business. The program is structured around four week-long gatherings of the leaders and each participant’s individual learning plan.

To wrap up, the Growing Leaders undertook an Action Learning Project – working in teams over

several months to address an actual organizational challenge/opportunity facing PotashCorp. Three groups recently presented proposals to receptive PotashCorp executives regarding enhanced employee engagement.

“We’re accelerating the development of these leaders,” says Laing. Participants understand that the program is a guarantee of preparation, not necessarily promotion. The intent of Growing Leaders is to create a pool of leaders who are equipped with the skills and organizational knowledge that make them candidates to move into senior leadership positions.

What they also gain are the relationships they’ve developed with their colleagues during the program. These trusted networks will be crucial as work throughout PotashCorp becomes more integrated and teams work together to tackle problems. Anastasia Vander Most, a geologist who is currently the Construction General Foreman at PotashCorp’s Allan mine, says she now feels more prepared for any advancement opportunities that may arise. *“Having a better understanding of yourself will ultimately help you progress too.”*



Andy Newton, Rotating Equipment Superintendent, was the Trinidad representative on the program. He stated that participating in the program, *“was a real privilege. It helped me to see myself as I am, to determine where I needed to go and to put together a plan to get there. I was also provided with new tools to help achieve my goals.”*

We are all very proud of Andy and the contribution he made to this first successful cohort of Growing Leaders.

PCS Nitrogen Trinidad supports Tradition of Excellence at Bishop's High School, Tobago



For over 90 years, Bishop's High School, Tobago, has built a legacy of producing well-rounded graduates who are ready to become leaders in our country.

PCS Nitrogen Trinidad and its parent company PotashCorp are committed to developing Trinidad and Tobago through investment in the country's youth and our future leaders. We are proud to contribute towards the construction of a new Cafeteria and Spectators' Pavilion at Bishop's High School, as it continues its tradition of excellence.

The new Pavilion will provide an environment that fosters appropriate social interaction and will help students build good character.

The future of our nation is in the hands of our children!

On December 11, 2015, Ian E. Welch, Managing Director, (centre right) turned the sod for the new cafeteria and pavilion with Archdeacon Emeritus Kenneth Forrester, Chairman, Board of Governors and Cindy Ramnarine, Principal, Bishop's High School.

Looking on are (from left) Daniel Attz, Myles Andrews, Crisonna Andrews, Deputy Head Girl; Lois Leslie, President, Bishopsians Alumni Association; Harry Donaldson, Member, Board of Governors; Kezia Sovearll, Davelle Phillips and Bryan Jordan, Head Boy.

PLEA Teachers' Training



Teachers at the PCS Model Farm

On November 18, 2015, the Point Lisas Energy Association (PLEA) Health, Safety, Environment and Community (HSEC) Committee held its annual Teachers' Training. The theme was "Disaster Management", and teachers from neighbouring schools in and around Point Lisas were invited to participate in the day-long event. For the third year in a row,

PCS Nitrogen Trinidad Limited hosted the training at our Model Farm and Agricultural Resource Centre.

In the morning, presentations to the Teachers were made by the Office of Disaster Preparedness and Management (ODPM) on Disaster Risk Management, and by the Trinidad and Tobago Fire Services,

who gave a Fire Safety and Awareness lecture. The teachers then toured the PCS Model Farm, after which they broke for lunch. During the afternoon period, they were taken on a bus tour of the Point Lisas Industrial Estate in an effort to familiarise and educate them about the Estate.

UWTT Update

Message from PCS' United Way Employee Coordinator

Another year has passed and as PCS' United Way Employee Coordinator I would like to extend my thanks and appreciation to my colleagues for their unwavering support to United Way Trinidad of Tobago (UWTT).

In 2015 \$158,727.00 was raised through employees' donations which PCS matched, resulting in a total of \$317,454 in donations to UWTT. Throughout 2015, UWTT disbursed funding to several NGO's such as Birdsong Academy, CREDO Foundation, The Dyslexia Association, The Life Centre and Consortium of Disability Organizations, to mention a few. With the much needed funding, these organizations were able to ensure their survival in delivering services within various communities. With our assistance they continue to provide a safe haven for abused and abandoned children in addition to bringing hope to families of differently-abled and autistic children.

We look forward to your continued support in 2016 and ask for new employee pledges because as the saying goes, "it takes a village to raise a child."

Danielle LaTouche



Christmas Joy

PCS Nitrogen Trinidad was proud to sponsor a special matinee production of MacFarlane's "Christmas Joy" at Queen's Hall on November 11, 2015. Over 500 eager children from United Way Trinidad & Tobago beneficiary homes and schools, were able to attend this unique event.

PCS employee volunteers were on hand to greet the children, and treat them to 'goodies' as they left the show. It was definitely an electrifying, theatrical musical presentation which captivated everyone in attendance.

Thank You to all those who made this event a reality.

Breadfruit Update: Caribbean Breadfruit Network launched to address Food Security

PCS Nitrogen Trinidad Limited was proud to play a vital role in sponsoring and contributing to the 2015 International Breadfruit Conference, which took place from July 05-10, 2015. While our primary purpose is to produce the nutrients which help the world grow the food it needs, we see our role as extending to the provision of food solutions beyond the products we make.

The Conference, hosted by The University of the West Indies, in collaboration with PCS, the Caribbean Development Bank and the Food and Agriculture Organization, in July earlier this year, demonstrated the potential contribution of breadfruit to Caribbean economies through development of successful breadfruit-based enterprises. The interest and excitement generated among over 100 participants from 24 countries, led to several major outcomes among which was a resolution by Caribbean participants to launch a Caribbean Breadfruit Network (CBN) to support the further development of breadfruit in the region.

From its humble beginnings, the versatile and nutritious breadfruit is now enjoying a wave of global interest among celebrity chefs, food processors and manufacturers, farmers, researchers, nutritionists, policy makers and environmentalists. It is in this vein that the CBN was launched on November 12 at the Faculty of Food and Agriculture at The University of the West Indies (UWI) St Augustine.

The launch was part of a two-day meeting to develop strategies, a medium-term action plan and a priority list of projects for the period 2015-2018, aimed at increasing breadfruit consumption and encouraging investment in Caribbean breadfruit-based industries. The CBN will shape the development of the Caribbean breadfruit industry to meet the region's needs for food and nutrition security, while carving out an international space with innovative downstream enterprises.

The UWI's Faculty of Food and Agriculture, designated as the main regional focal point for breadfruit research, development, training and outreach in the Caribbean region; along with the National Focal Points within the region, and the Caribbean Farmers Network (CaFAN), make up the core of the working group which will manage the CBN. This working group represents farmers and farmers' groups, agronomists, processors, exporters, nutritionists, policy makers, researchers, educators, other experts, and public and private sector stakeholders in the breadfruit industry.

The group has already identified strategies for advancing development of breadfruit enterprises along the value-chain by improving the use of our existing resources of breadfruit trees, the creative talents and innovativeness of our people, our unique history of breadfruit culture, utilisation, market presence and regional research to meet the food and nutrition needs of local and diasporic consumers, while enhancing livelihoods. An enabling policy environment with a very deliberate focus on developing a national and Caribbean breadfruit industry and



supportive linkages with health, tourism, manufacturing, culture, environmental management are key requirements. Data-driven activities including market information will also be critical for sustainability of the industry. Implementation of the medium term-plan will require raising awareness of the significant capacity of breadfruit to meet many local and regional needs especially food security and, poverty and hunger alleviation, through forward and backward linkages.

Dr Laura Roberts-Nkrumah, Senior Lecturer in Crop Science in The UWI's Department of Food Production and member of the CBN said, *"As regional and global concerns for lifestyle diseases rise, interest in consumption of breadfruit is growing. The window of opportunity is small but we are well positioned. Let us seize the time, get on board and catch that wave now."*

For further information, please contact the Dean's Office at the Faculty of Food and Agriculture at (868) 662 2002 exts. 82112/82113.

*Released November 20, 2015
The University of the West Indies*

PCS Employees Cycle To The Shore



Did you know that in the 21st century there are still diseases with no known cause or cure? Multiple sclerosis (MS), a disorder of the central nervous system, is one such disease and it affects 2.3 million people worldwide.

Much support is required to tackle this disease, and the USA National MS Society hosts an annual cycling event to raise funds for research and treatment entitled "Cycle to the Shore." The 2015 edition was held in Daytona, Florida, on October 10-11. Twelve PCS employees, "The PCS Islanders," were among 1,800 cyclists who participated in the event. Teams had the option of completing either 100 or 72 miles over the course of 2 days. As this was our first time participating we selected the 72 mile option.

Day 1

We set off from the hotel at 6:30am, eager to begin the first day of cycling. When we arrived at the starting point of the 72 mile course in Marineland, it was immediately apparent that our kit was a notch above the rest. We were one of the larger teams and our stylish green uniforms with matching orange bikes stood out in the crowd. At 8:00am the start horn sounded. Ever safety conscious, we remained as

a group and waited for the initial rush of cyclists to the front to move ahead before we took off. With a gentle downhill incline and cool morning breeze we were off to a great start.

Despite initial hiccups with setting the right speed for the group, we made good time to the first rest point. We had a quick regroup and resumed the ride in single file. With Raj at the front setting the pace and Sello riding back and forth along the line to communicate with Raj, the green train maintained 14 to 18mph. Time really does fly when you're having fun, and 3 hours and 36 miles later, we almost passed the finish line at the Hilton Daytona Beach. After getting our bearings we rode in triumphantly to a rousing welcome at the finish line.

Day 2

On Day 2 all 1,800 cyclists started at the Hilton and this framed against the morning sun rising out of the sea was quite a sight to behold! The scenery and collective excitement of the crowd dissolved all weariness. We were rearing to go by the time the start horn sounded. With experience on our side and cool weather created by overcast conditions, it was smooth going. Raj set the pace again and the miles flew by effortlessly. We only

paused at one rest stop this time and made short work of the 36 miles.

We collected our medals at the finish line, with memories of an exhilarating experience and the knowledge that our efforts had removed one small barrier in the path toward a cure for MS.

The PCS Islanders team; Elizabeth West-Toolsee, Isaac Newton, Ishwar Bissessar, Kathy Ann Brown, Kerry Toolsee, Larry Seekumar, Obadiah Baptiste, Patrick Reid, Paul McKenzie, Prim Lutchmansingh, Rajnath Mahabirsingh, Rhett Akong, Ruthven Hector, Shams Ali and Stephen Selvon expresses sincere gratitude to; Ruthven Hector who spearheaded and organized the PCS team, Rajnath Mahabirsingh who coordinated the ground transport, PCS Nitrogen and Managing Director, Ian E. Welch whose support of the team was instrumental to our success as well as all of those who made contributions to the MS Society.

Those interested in getting involved with the local chapter of the MS society can contact Ruthven Hector or visit <https://ttmsociety.wordpress.com>.

Submitted by Obadiah Baptiste



Yogi Narine presents the contribution

COMMUNITY OUTREACH

01/02/OSBL Spreads Yuletide Cheer

"It's not how much we give but how much love we put into giving"
 – Mother Theresa

In the spirit of Christmas, the generous members of the 01/02/OSBL Team presented non-perishable food items, books and toys to the Couva Children's Home and Crisis Nursery. The Salvation Army in Tunapuna was also a recipient of their goodwill, through their contribution of clothing.

This was the second such extraordinary exercise for this team since their contributions to the purchase of school supplies for kids of Hope Center in San Fernando. The Team was publicly recognized among peers for their on-going efforts over the past 15 years as the recipient of the **Managing Director's Award for Excellence** in 2015.

We thank 01/02/OSBL for their kindness and commitment to the community, and for always giving of themselves.

Congratulations to our ACHIEVERS

At PCS Nitrogen we always strive for continuous improvement and as such it gives us great pleasure to congratulate these employees on their academic success and wish them all the best in their future endeavours!



Philip Jordan
 Inspection Specialist

Bachelor of Applied Science in Utilities Engineering - Mechanical Option
 The University of Trinidad and Tobago

"The sky is the limit! The intention for 2016 and beyond is to continue my academic pursuits at the Post Graduate level which would enhance both my personal skills and particularly PCS Nitrogen's Trinidad's Mechanical Integrity Program. I truly appreciate the investment the organization has made thus far to my journey and look forward to more productive days ahead."



Ellery Campo
 Operations Technician IV

Bachelor of Applied Science in Utilities Engineering - Mechanical Option
 The University of Trinidad and Tobago

Ellery is very happy with his educational accomplishments thus far, and is always seeking continuous improvement. He intends to use this knowledge to improve the safety, efficiency, and productivity of the 01/02/OSBL units and thus maintain the profitability of the organisation.

Ellery receives his certificate from the President of the Republic of Trinidad and Tobago, Anthony Carmona

Out For Duck!

Curry Karaoke Cookout



Managing Director, Ian E. Welch, presents the trophy to the jubilant Curry Duck Champions, the Curry Ducktors

PCS Nitrogen Trinidad has a number of achievements which we proudly celebrate. These range from stellar safety performances to commendable goodwill initiatives, and the list goes on. However, we can now also boldly boast that we have some of the best Curry Duck Chefs on the island!

On November 13, 2015, six (6) teams took the stage in a gala Curry Duck Cook Off. They were led by captains selected by the Employees' Club Committee, and comprised five other persons from a cross section of departments. The event provided an opportunity for engagement and teamwork in a different, but equally fun forum. It was amazing to see the display of camaraderie, creativity and of course, culinary excellence which pleased the palettes of all.

Our panel of experienced judges consisted Ian E. Welch, Managing Director and Curry Duck Chef Extraordinaire; a former chef from Sandals Resort, and Carissa Ramdin, engineer. Teams were judged on

the taste, texture and aroma of their duck creations, presentation and originality, safety, hygiene, housekeeping and team work. The *Curry Ducktors* captured the inaugural PCS Curry Duck Competition Trophy after prescribing their curry duck for our symptoms of hunger pains and watering mouths.

congratulates and thanks all teams which participated; *Long Duck Style Crew*, *Duck Season*, *Duck Dynasty*, *Duck Network* and *Ducking It*. We recognize and appreciate their hard work, tasty dishes and creative presentations for the Curry Karaoke Cookout.



Employees showcasing their singing skills

As the sun set over the estate, entertainment continued inside the Employees' Center with Karaoke. We were thoroughly entertained and impressed by the star quality and hidden talents of all who participated. The Employees' Club Committee

We received overwhelmingly positive feedback from employees and we look forward to another successful edition of this event next year!

Results:

- 1st: Curry Ducktors**
- 2nd: Long Duck Style Crew**
- 3rd: Duck Season**

'Tis the Season

PCS Long Service Awards & Christmas Parties



This year we were honoured to celebrate ninety-four (94) awardees for their years of commitment and dedication to the organisation. Altogether we recognized **1,805** years of long service with **25** persons reaching a milestone in PCS history, that of **35** years Service.

The first party for the season was our **Shift Party**, held at the Hilton Hotel and Conference Centre. The La Boucan room was transformed into a wonderland with picturesque Christmas trees and ornaments. We were serenaded by Blaxx and Ricardo Drue of the Roy Cape Family and as our guests jammed away, they were privy to new releases for the upcoming Carnival season.

The **Long Service Awards and Christmas Dinner** was held at the Hyatt Trinidad on December 12, and our guests were framed against a beautiful and magical Christmas scene. However, this failed in comparison to their elegantly exquisite ensembles. They danced the night away to the sounds of Karma.

In his address to guests, Managing Director, Ian E. Welch, thanked employees for their steadfast service despite the toll it may have on their loved ones. He also emphasised the need for our continued excellence in

the coming year. He insisted that we do our best so that *"together we can face every challenge and maximize every opportunity that comes our way."* The audience was then whipped into frenzy when to further emphasize his point, Mr. Welch referenced and quoted a scene from Star Wars Episode V - The Empire Strikes Back:

Luke: Master, moving stones around is one thing, but this is... totally different!

Yoda: No! No different! Only different in your mind. You must unlearn what you have learned.

Luke: All right, I'll give it a try.

Yoda: No! Try not. **Do... or do not. There is no try.**

In recognition of all that employees "do" here at PCS, **The Managing Director's Award** is given each year for Excellence in areas that result in significant impact to the overall success of the Trinidad site. There are two categories, Safety and Overall Excellence. For 2015, the Award for Safety was given to the 2015

Emergency Response Team, who again won the Emergency Response Competition against all the other PotashCorp sites. They were also the first team to achieve a hat trick. Emergency response is a vital part of achieving PotashCorp's goal of no harm to people and it is definitely assuring to note that we have the most capable team at our disposal.

Mr. Welch also stated that the best quality of PCS people is *"our sense of compassion and desire to do good in this world."* As a result of this, the 01/02/OBSL Team won the Award for Excellence, in recognition of their humanitarian and fund raising efforts throughout the year. In 2015, they donated all the requisite school items to the children of the Hope Centre, San Fernando. The children were able to start their school year fully equipped with all their text books, stationery, bags, shoes and uniforms. In addition, a cache of stationery was handed over to the home.



PCS is definitely a company where you can spend your entire life and the bonds forged here are truly representative of what it means to be a family. We are tremendously proud of our employees for all that they do to ensure that PCS continues to be a great place to work. We again congratulate and thank them profusely for their hard work. And in the words of our Managing Director, who quoted Obi-Wan Knobi, *“May the force be with you!”*



Celebrating with Christmas Cuties

PCS Children's Christmas Party



Our annual Children's Christmas Party was held on December 05, 2015, and it was among one of our most memorable. The PCS Employees' Centre was transformed into an amusement park full of fantastic rides, games, and yummy treats for the children. There were activities for all ages including bouncy castles, a choo choo train, and fishing, just to name a few.

Minions and Super heroes roamed through the crowd, creating an atmosphere of wonder, while children ran from game station to station, thoroughly enraptured by the event. There were screams of excitement and joy in the air as the young people were filled with glee at the plethora of opportunities the event had in store. There was even a puppet show which took parents back to their childhood as familiar characters such as Elmo, Cookie Monster and Count captivated and enthralled them to sing along.

At 3:30 pm, the wails of the shining red Fire Truck siren could be heard approaching the venue, and this meant that Santa was on his way. All the little ones hustled to get in line to receive their gifts, and Santa pleasantly greeted everyone with a "Ho Ho Ho!" This propelled the crowd further into excitement. Some children even ripped open their gifts to see just how lucky they were. Wide grins and shouts of contentment quickly ensued.

The day was thoroughly enjoyed by all in attendance and we know they look forward to an equally FUN-tastic party next Christmas!



Best Wishes to our Retirees



Brian Samuel, Shift Supervisor on the Urea Plant, retired on January 25, 2016, after 32 years of dedicated service to the company. Brian was involved in the commissioning of the Urea Plant and has been a Supervisor since 1996.

Brian is considered by his colleagues to be not only an exceptional team leader, but that of a father figure as he mentored the younger generation of operators on the Urea plant. He has always displayed a calm and tranquil demeanor when it came to personal, or plant related matters, regardless of magnitude.

Brian is a fitness enthusiast. He has been a consistent user of the PCS Wellness Centre, and actively participates in the group activities and team building competitions. Brian also takes on nature's most perilous regions hoping to conquer and survive, through his many involvements in activities such as the Energy Challenge, Fusion Adventure Races and high altitude trekking.

We will miss his presence and knowledge as his 'hike' at PCS is at the finish line, and he begins another course in life - that of retirement, with his family and loved ones - children Aaron, Nigel, Somora and Kofi, as well as being a devoted grandfather to his granddaughter Aaleigha.

One of Brian's secrets is that he loves taking leisurely drives throughout the country, sharing his love for nature whilst visiting various places and interacting with the villagers.

As Brian looks forward to going on an adventurous tour of England and Australia, we wish him health, strength and success on his future journeys.



Kelshall Bowen, Shift Supervisor on the 04 Plant, retired on December 31, 2015, after 34 years of steadfast service to this organization on both the 02 and 04 Ammonia Plants.

He is considered by his colleagues as an exceptional team player, organizer and a diligent worker. He was also described as a fatherly figure, always sharing words of inspiration and wisdom to his team and a great cook - especially his signature 'curry stew duck'.

To describe Kelshall's career at PCS, his colleagues say that it was a race well run, a race not for the swiftest, but a race to be emulated by the

young and the wise who would one day reach this land mark in the journey of life.

Kelshall looks forward to going home to manage his retirement dream - KELROSA - an eco-tourism resort in South East Trinidad, a project undertaken by himself and his wife Rosemarie.

As Kelshall leaves his PCS family and embarks upon a new chapter of his life, while he will be missed, we wish him great success in his new endeavours. We thank him for the years of dedication and commitment to this organization and wish him and his family, joy, peace and happiness.



Bobby Dipchan, Technical Specialist Operations, retires after 32 years of dedicated service to the company.

Bobby's colleagues describe him as always even tempered even in the face of stressful situations. They also speak highly of his willingness to give of his time and lend an ear or helping hand whether work related or otherwise. These efforts did not go

unrecognised as his shift mates stated that he has contributed greatly to the calibre of technicians that they are today.

We will miss Bobby but as a chapter closes in his life and a new one begins, we hope his years are filled with all the things which he has looked forward to.



Patrick Reid, fondly called Patos, retired on December 31, 2015, after 12 years of resolute commitment to the company, leading the Inspection and Drawing Office areas in his role of Superintendent – Plant Support.

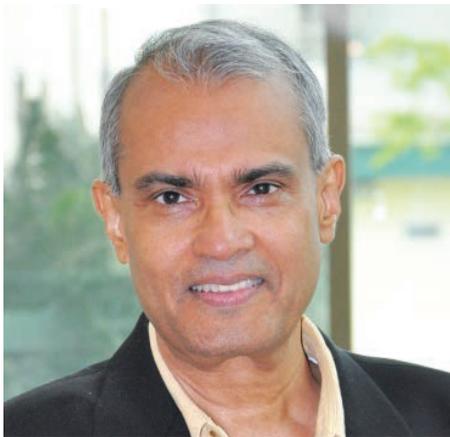
Throughout his tenure, he has always taken the patience and time to be a mentor to his less experienced colleagues, by championing both their professional and personal

development. He has truly led by example, and has always strived for continuous professional development through programs at the university level.

His knowledge, based on his vast industry experience has always stood out, and brought clarity and resolve to many technical challenges. His easy-going nature, pleasant personality, calm demeanour and professionalism are just some of his trademark characteristics.

As Patos enters this new phase of his life, we will miss him dearly, but we also know he will enjoy playing many more games of football, cycling and teaching others "a thing or two" in billiards.

We take this opportunity to wish Patrick good health, joy and every success in this new phase of his life, which will be spent with his wife, Kathleen; son, Jason; and grandson, Armani.



Premnath Babooram retired on December 31, 2015, after thirty six (36) years of dedicated service to the Company.

Premnath's contribution to our site has been extraordinary, having been a foundation member in every sense of the word. He was here from the planning stages of the Company, start-ups of all of the plants, and playing a key role in our many innovative software initiatives such as Inteletrac, Jantek, and automated attendance tracking.

Premnath started off in the Maintenance Department and held the position of E&I Superintendent for many years. In 2000, he was reassigned as Systems Improvement Manager to spearhead our knowledge management and knowledge retention initiatives through our now very successful eSearch system.

Over the past three years, he has been the lead for the Trinidad site on the EAM project as our Maintenance Subject Matter Expert (SME), to ensure the needs of our Operations and Maintenance teams are efficiently satisfied by the new program. His attention to detail and methodical nature has led us to a smooth and successful implementation.

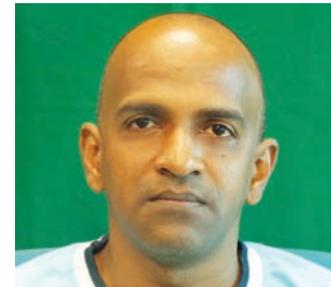
We thank Premnath for his many years of exemplary leadership and service, and on behalf of everyone at PCS Trinidad, wish him and his family all the best on his retirement.

Welcome to our New Employees



Riaz Enightoola returned to PCS on October 01, 2015, in the Operations Department as an Engineering Specialist. He holds a BSc. in Chemical and Process Engineering from the University of the West Indies and is also certified as a Project Management Professional from the PMI institute.

The following employees joined our Maintenance & Engineering Department in October, 2015 as Mechanical Technicians:

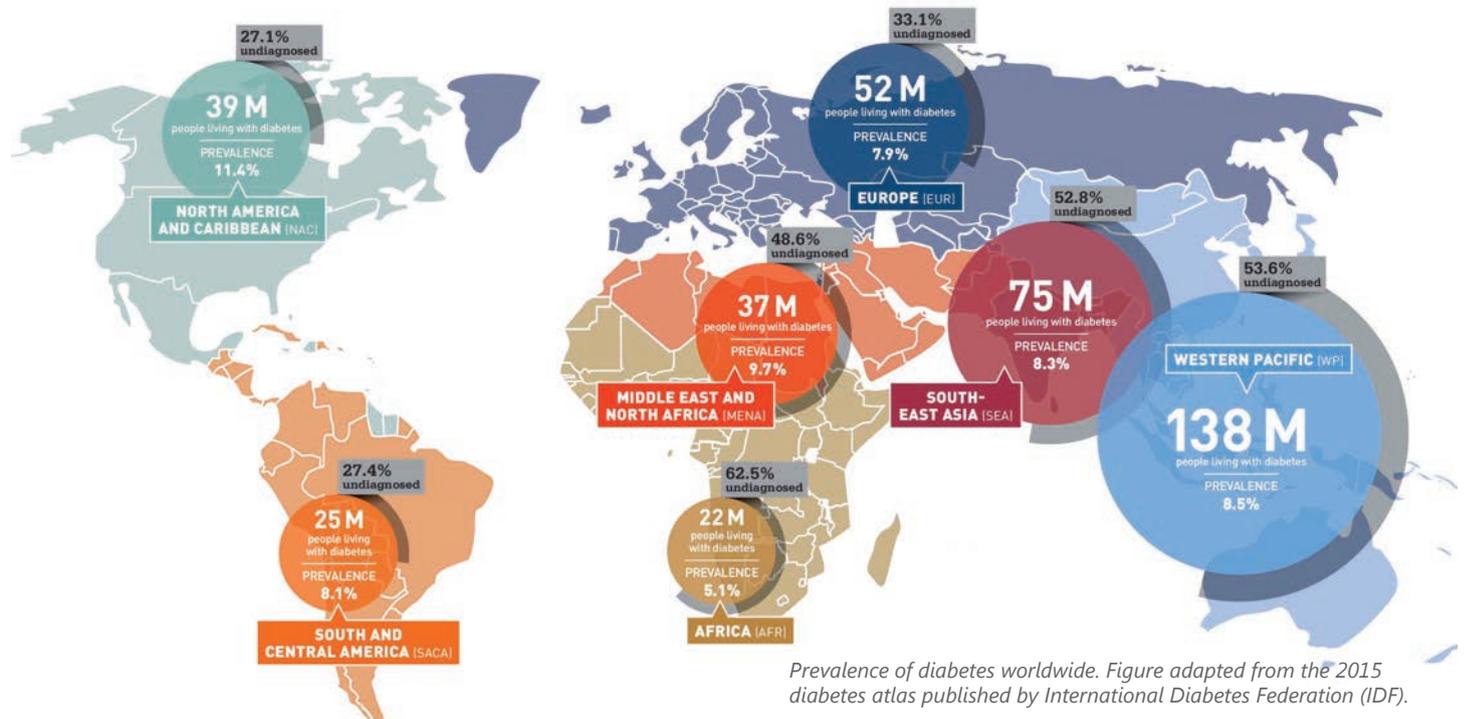


Gary Moses worked offshore before joining PCS, and holds a Mechanical Technician Diploma from John Donaldson Technical Institute.



Kerron Medina worked as a Mechanical Technician before joining PCS, and holds a National Technician's Diploma in Mechanical Engineering from the University of Trinidad and Tobago.

Diabetes: An Overview



Insulin and Glucose: The Relationship

Understanding diabetes begins with the relationship between insulin and glucose. Insulin is responsible for letting glucose pass into the cells and allowing the body to use and store this energy.

In Type 2 diabetes (the most common form of diabetes), the pancreas makes insulin, but either it does not make enough of it or the body's cells don't use the insulin it makes. When glucose cannot get into the cells, it builds up in the blood. High glucose levels are commonly referred to as having high blood sugar. High blood sugar levels circulate through the body, damaging cells along the way.

Signs, Symptoms and Testing

Diabetes has many signs and symptoms including going to the bathroom frequently, being unusually thirsty, losing weight, feeling tired, irritability, blurred vision, frequent illness or infection and poor circulation such as tingling or numbness in the feet or hands.

Anyone exhibiting these symptoms should see a doctor immediately. Only a trained physician can confirm diabetes, with a diagnosis most likely occurring through one or more of the following tests:

- **Fasting Plasma Glucose:** The amount of glucose in a sample of blood taken when a person is fasting (not eating anything for eight to 12 hours; usually overnight).
- **HgA1C:** This measures a person's average blood glucose range over the past two to three months. This test shows the amount of glucose that sticks to the red blood cell (hemoglobin; Hg).
- **Oral Glucose Tolerance Test:** Results of this test are

compared with standard non-diabetic results and show how the body uses glucose over time. This test is performed by a health care professional after an overnight fast. A blood sample is taken, the patient drinks a high-glucose beverage and then a blood sample is taken two hours later.

Once diagnosed, overall goals for managing diabetes include:

- Keeping blood glucose levels within normal range or as close to normal as possible, which can prevent or reduce complications.
- Reducing risk of heart disease and stroke, since people with diabetes are at risk for both.
- Keeping blood pressure in normal ranges, working to get healthy cholesterol levels and adopting a reasonable diet and lifestyle that are enjoyable in order to prevent, or at least slow, medical complications.

Managing Blood Glucose Levels

Persons with diabetes need to keep their blood glucose levels within a healthy range. For some people, medication or insulin injections are needed to help manage the relationship between glucose and insulin. However, action can be taken to control blood glucose levels including eating right, increasing physical activity and weight management.

For more information on diagnosing diabetes, common terms and medical information, visit the American Diabetes Association at <http://www.diabetes.org>.

Source: <http://www.eatright.org/resource/health/diseases-and-conditions/diabetes/diabetes-an-overview>

Why Is **World Aids Day** Important?



Message from CDC on World Aids Day

World AIDS Day is observed on December 01 every year, and is an opportunity for people worldwide to unite in the fight against HIV, and show their support for those who have contracted the disease. We remember the millions who have died tragically and before their times; we celebrate the remarkable scientific achievements that have given us tools to fight back and to envision a brighter future; and we recommit to taking the actions needed to bring about the end of HIV as a public health threat.

At this time, nearly 35 years into the epidemic, we have more tools and knowledge than ever before to fight HIV. Maximizing these tools require working together to confront and overcome the challenges that remain. With the global population of young people expected to dramatically increase over the next five years, we must also step up efforts to help both young men and young women stay HIV-free, especially in the developing world.

"Ending the AIDS epidemic and leaving no one behind in the response will profoundly affect the lives of millions of people around the world, for generations to come."

Michel Sidibé
UNAIDS Executive Director

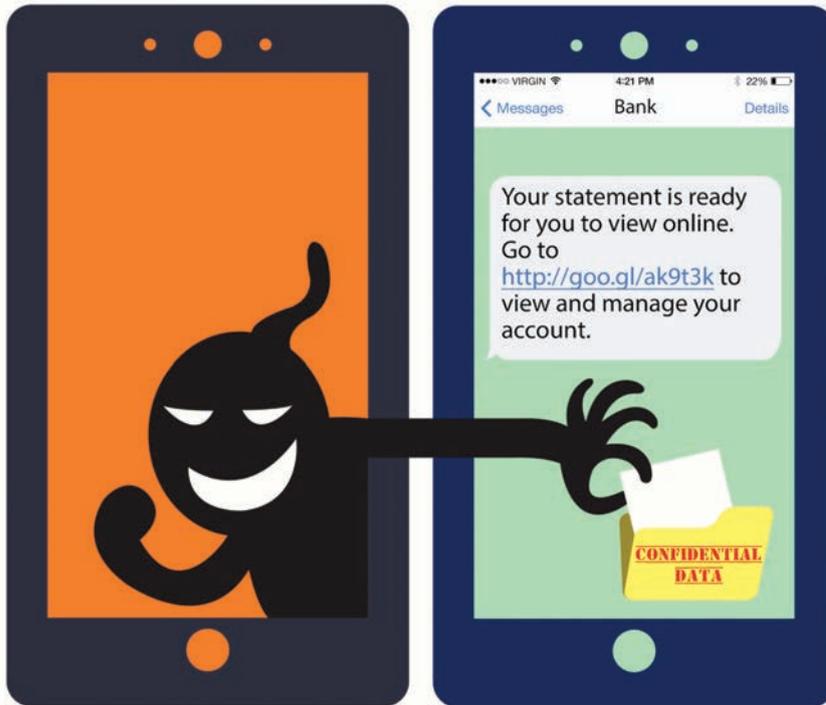
PCS Nitrogen Trinidad was one of the first companies in Trinidad & Tobago to implement an HIV/Aids in the Workplace Policy.

We facilitate continuous education and updates to ensure increased awareness and prevention of the disease, as well as focus on eliminating stereotypes and discrimination against those who are affected by the disease.

#RETHINKHIV

On December 01, 2015, we participated in the global observance of World Aids Day. The 2015 theme challenged people to rethink outdated stereotypes, challenge myths and be positive about HIV, with the *Think Positive: Rethink HIV* campaign. With this in mind, nurse Michelle Thompson at the PCS Health Care Unit facilitated an information session by South Aids Support, in the Admin Cafeteria. The representatives from the support group led discussions with those who visited the booth, and offered them informative pamphlets to increase their knowledge on how to prevent the virus.

Don't Let **Cybercriminals** Hook You with **Mobile Phishing Messages**



The rise of mobile commerce, gaming, and even banking has brought convenience, but it has also opened the door to a flood of phishing attacks. Now, clicking on the wrong link in an email or responding to a phony message on your smartphone or tablet can land you in just as much trouble as it would on your computer.

Phishing occurs when you are fooled by a seemingly legitimate website, email or message into revealing personal information, such as login credentials, credit card numbers, and banking information.

For instance, you could receive an email from someone posing as your bank, asking you to confirm your account numbers or passwords. Or, you could even receive a phony text message or phone call from someone pretending to be a legitimate financial institution or retailer, asking for sensitive information.

Unfortunately, these relatively unsophisticated phishing threats can be quite effective, especially on mobile devices. This may be due to the way that mobile browsers display URLs on limited screen space - since mobile browsers often truncate web addresses, it's difficult for the user to check if the domain name is legitimate. What's more, some devices only show part of the sender's address, making it hard for the recipient to tell if the message is really from someone they know.

Another factor that may make mobile users more vulnerable to phishing attacks is their "always on" nature. Mobile users are more likely to immediately read their email messages and forget to apply their mobile security practices, such as checking to see if an email is from someone they know and if any included links appear real.

Because they are checking their messages almost constantly, they are more likely to encounter phishing attacks within the first few hours of launch, before security filters have a chance to mitigate the threat.

Given the fact that mobile users are particularly vulnerable to phishing attacks, it's important to take steps to protect yourself.

Here are some tips to ensure that you don't get hooked:

- Always be suspicious when you receive a text message from a company asking for personal information. If you believe the message is legitimate, call the company to verify the text.
- Be suspicious of unknown callers. If someone calls claiming to be from your bank and asking for personal information, call them back using the official number on the back of your credit card.
- Never click on a link in an unsolicited email or SMS message.
- Always verify the web address of a site when doing a search on your mobile phone.
- Only download legitimate applications from your provider's official app store, and read other users' reviews to see if the app is safe before you download it.
- Consider mobile antivirus protection for your phone.

Taking the time to closely check the links and messages you receive will go a long way in increasing your mobile security. Remember, if something doesn't feel right, proceed with caution.

Source:
http://home.mcafee.com/advicecenter/?id=ad_ms_dlchywmpm&ctst=1