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Safety Differently - Professor Sidney Dekker
Racing Against Risk in Formula 1 - Interview with Mark Gallagher

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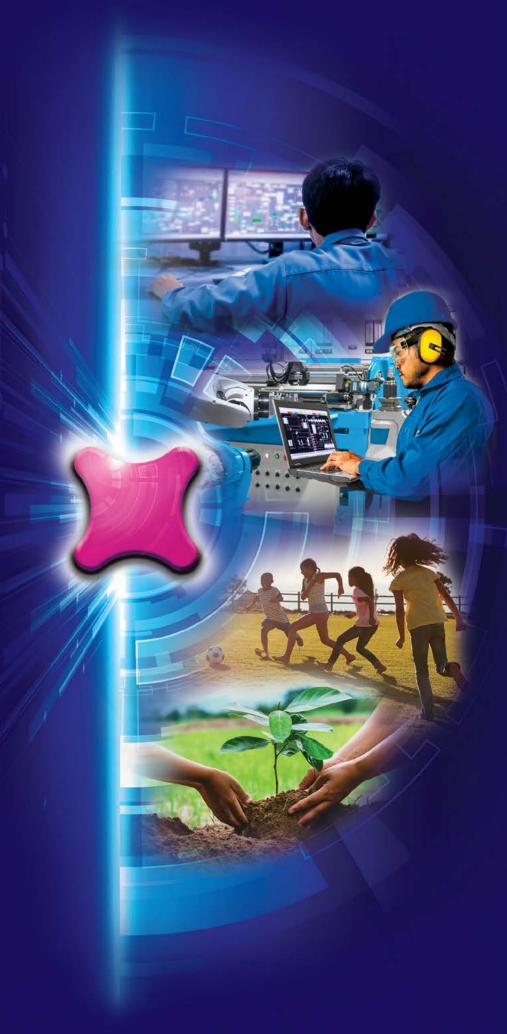
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VIEWPOINT

AMCHAM
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THE PATHWAY TO THE AMERICAS

Leading with Resilience in the New Normal

Patricia Ghany
President, AMCHAM T&T

R esilience – it's the ability of an individual, organisation or a nation to bounce back from the adversity that has thrown it off course. Indeed, 2020 has been a year of many disruptions due to the COVID-19 pandemic. So much has happened in a relatively short space of time that has tested our ability to adjust, recover and move forward.

A present diagnosis of the pandemic shows crippled industries, disrupted norms, many rendered jobless, and a death toll that has crossed the one-millionth mark globally. Now the question everyone is asking is where do we go from here? Or more importantly, how do we bounce back?

It's easy to wave a white flag against the weight of the challenge we face. However, this is not the mindset that will help our businesses to recover and essentially ensure the survival of the entire human race. What we need right now is resilient leadership from our elected officials, business owners, consumers and everyday citizens to help us maintain positivity and realise opportunities from a major setback.

This should not be a difficult task. In the past, we have faced adversity in response to natural disasters, economic recessions, world wars, and famine. Each time our survival was under threat and each time we were able to reclaim our former glory to establish victory against the odds.
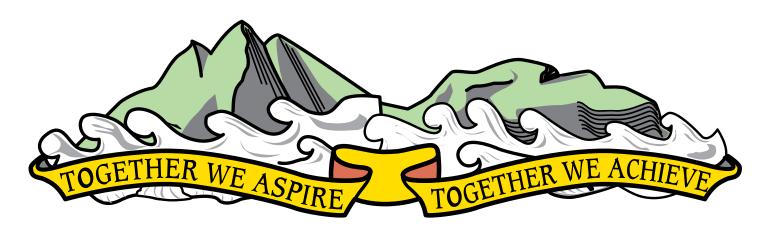
Yes, the essence of the human spirit is to survive and thrive. History has taught us many times that no matter the challenge or obstacle we face, we have always found a way to bounce back and succeed. We landed on the moon, found a way to communicate between oceans and borders, and we have even rebuilt our world from near destruction many times. Recent examples include the 9/11 terrorist attacks and the destruction caused by World War II.

Mankind's resiliency has certainly been tested before but we have proven that we can accomplish amazing things in our most desperate moments. There is no reason why we can't overcome these disruptions and build back better. We have a chance to do that right here in T&T and the Caribbean. It's the ability to lead with resilience during a moment of crisis that will ensure the Caribbean can recover from the pandemic and bounce back even further. Resilience leadership can take us into the future as global leaders in tech, manufacturing and services. And why not?

To get there we do have some consolidation to do. We do need to ensure that our people are able to manage mentally; that our plants and businesses can run safely; that our activities do not destroy the environment and that we are resilient to the very real physical and cyber threats that threaten us and our companies every day.

What I would say to my private sector colleagues is that now is not the time to cut back on training or HSE measures. Remember to ask yourself whether the cost of not training outweighs the cost of having an untrained or undertrained employee in the role. I think we all know the answer. And as an absolute rule – we either do it safely or not at all.

"For our country to be resilient; to be able to build back stronger, we need a more inclusive, more collaborative culture."

For businesses to be able to bounce back or at least start planning for a recovery, we require predictability. Therefore, restrictions to curtail business and individual activity should be linked to specific triggers. This should be clearly communicated in advance and of course, based on science.

What we did in March when we knew little to nothing about the virus, is not completely applicable now. For example, if we, hypothetically, record five straight days of new cases of more than 100, severe lockdowns may be necessary, but if we are at fewer that say 40 a day for five days, a significant re-opening of the economy may be possible and of course, if we drop to fewer than 20 new cases a day, we can join the CARICOM bubble and fully re-open the economy. We should also have clear and reasonable criteria for the re-opening of borders.

Measures like mask wearing, social distancing and no mass gatherings will obviously have to remain in effect until a vaccine is developed and administered to the majority of the population. Individuals will have to take much of the responsibility for ensuring that cases don't spread through their actions, but continued uncertainty and apparent arbitrary measures are counter-productive.

And finally, for our country to be resilient; to be able to build back stronger, we need a more inclusive, more collaborative culture. We face many challenges, and many sacrifices will have to be made.

The burden will have to be shared, for sure. Some clear milestones and both short and long term objectives in the context of an overall plan are required. Simultaneously we need meaningful engagement with stakeholders. And stakeholders will sometimes have suggestions that are not apparently supportive of the measures being implemented.

It is said that in assessing the health of a relationship, do not be concerned when there is disagreement and even quarrelling. Rather be concerned when there is silence. It is precisely because people care; precisely because we want the best outcome for our country that we offer opinions and suggestions for better outcomes.

What is needed now is resilient leadership defined by collaboration, dialogue and meaningful engagement. With that, we can build back better. Build back stronger. And together, we will create a better, brighter future for our country. ∎

"In assessing the health of a relationship, do not be concerned when there is disagreement and even quarrelling. Rather be concerned when there is silence."

WELCOME

As we look back on 2020, I am sure many of us are wishing we could push the reset button. But we can't. So, most of us have had to used words such as "pivot" and "resilience" a lot as we plan for what we hope will be a post-COVID-19 future.

Let's face it, we have all been exhausted and pushed to the limit in 2020 with months of social distancing, fears about contracting the virus, and dealing with the loss of a loved one, a job or business. If ever a moment called for leading with resilience, this is it. At least now there is some hope with vaccines proving effective, at least in the short term.

Nonetheless, like many generations before us, we are facing uncertainty. But if it's any comfort, we have been here before many times. We know that human beings have an untapped reservoir of resilience to quickly bounce back from traumatic events, even if life may be dramatically different in a post-pandemic world. And, in many ways, I hope it will.

NO RETURN TO 2019 REALITY

I hope post-pandemic we will value all people more equally. Waiting for a return to a 2019 reality is not the resolution we should be hoping for. We have to view the challenges that are causing great hardships today as an opportunity to rebound and reimagine the future we want for our lives, our families, and our businesses. This will require countries and businesses to lead with resilience in their strategic responses to address the growing demands of the pandemic and meet new opportunities presented by COVID-19.

LEADING WITH RESILIENCE

In an evolving crisis with imperfect information, resilient leaders must take decisive action and own the narrative at the onset of the crisis. This approach will help the leaders or CEOs to stabilise the organisation and find opportunities that will paint a compelling picture for the future, so that their employees or citizens can persevere despite their current harsh and unpleasant realities.

It may seem insensitive to think about opportunities in the middle of a humanitarian crisis, but resilient leaders must look ahead and evolve their strategies to sustain the prosperity of their nations and organisations. That's after all, how we avert or emerge from such crisis.

DREAM BIG AGAIN

It's time for us as leaders in different fields to dream big again. Re-imagine and articulate a role for Trinidad and Tobago beyond just the Caribbean. We need to put forward bold ideas and set seemingly difficult targets with the well-being of individuals as the ultimate objective.

So, to be resilient, we must learn to manage ourselves. Make time to think. Take time to show concern and lend assistance to others.

A major step to resilient leadership is preparing for a future with a different reality – a reality probably yet unknown. This is best achieved by reimagining business operations to encourage and accommodate new learnings, new attitudes, new habits, and new needs.

Uncertain times such as this will take a heavy toll on our employees and citizens, both physically and mentally. Resilient leaders are the ones who lead both from the heart and the head during moments of crisis. They offer leadership that is genuine, empathetic, and compassionate to their employees, customers, and citizens, even as they take a hard and rational approach to protect the economic prosperity of their nations and the financial performance of the organisation from these disruptions.

NEW STYLES OF LEADERSHIP

The so-called new normal wouldn't only require new business models, but also new styles of leadership. If living in the Caribbean and dealing with the threat of natural disasters teaches us anything, it is that resilience is the antithesis of inflexibility. Resilience is the result of agility, adaptability, empathy, flexibility and the ability to execute. We owe it to our teams, our businesses, and our society, to be resilient leaders. It's up to us to make sure that we are. ∎

Nirad Tewarie
CEO, AMCHAM T&T

8 WOMEN, 8 MEN

AMCHAM T&T Reaches MILESTONE with Gender Parity on Board of Directors

By AMCHAM T&T Staff Writer

Patricia Ghany
President
AMCHAM T&T

Chief Financial Officer,
Esau Oilfield Supplies Co. Ltd

Giselle Thompson
Director
AMCHAM T&T

vice president -
corporate operations,
bp Trinidad & Tobago

Karrian Hepburn
Director
AMCHAM T&T

Vice President -
Sales & Service
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Caroline Toni Sirju-Ramnarine
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Executive VP of Business
Integrity & Group General
Counsel,
Massy Group of Companies

Andrea Davis
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Country Manager,
DHL Express
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Glenn Hamel-Smith
Secretary
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Partner,
Head - Banking & Finance,
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Limited

Richard Look Kin
Director
AMCHAM T&T

Group Chief Risk Officer,
First Citizens
Trinidad & Tobago

G ender parity and promoting women's leadership in business has been such a big priority for AMCHAM T&T throughout the years that we see it today as a major pillar of everything we do within our organisation.

The focus has always been to lead by example—and what better way to do that than to have an equal number of men and women serving on our board? Despite the many board incarnations and through the reigns of successive leaderships by both our past and current Presidents, AMCHAM T&T's commitment towards securing this strategic goal has never wavered.

Our work on promoting gender equality and women's rights has resulted in several successes: our Women's Leadership Conference is about to celebrate reaching the 10-year milestone in 2021, and just this year we launched the

3rd Women's Mentorship Programme with our largest number of mentees ever – 37, in case anyone asks!

But achieving gender parity on the board level has always remained elusive to us despite many years of hard-fought progress. Indeed, we have done a lot to build a board that was more representative of the society. Why shouldn't we want an equal number of men and women sitting around the same table holding the decision-making power to represent all views and interests in society? This is 2020, after all!

Now today, we are proud to announce the realisation of this long-term goal of reaching gender parity on the Board of Directors of AMCHAM T&T. Recently, we welcomed two highly qualified women to fill two vacant spots on our Board, helping us to finally secure the strategic goal of reaching gender parity with a board consisting of 8 men and 8 women.

It was a defining moment in our organisation's history that speaks to the resiliency of our President's commitment to this goal, and the leadership we have shown on this issue for many years.

AMCHAM T&T feels proud and humbled to welcome **Andrea Davis, Country Manager of DHL Express** and **Angélique Parisot-Potter, Executive Vice President of Business Integrity & Group General Counsel at Massy Group of Companies** who will join the previous 8 men and 6 women currently serving on the board.

Patricia Ghany, President of AMCHAM T&T says this is an important achievement and a clear case of AMCHAM T&T walking the talk. "Reaching gender parity is another significant milestone for AMCHAM T&T. I am very proud and humbled to lead an organisation that boasts of an equal number of men and women sitting on our Board of Directors," she says.

Boards that are inclusive and gender-balanced have proven to bring diverse perspectives to the table that results in better decisions, a point Ghany acknowledges: "This guarantees greater diversity of ideas, opinions, values and positions that will no doubt benefit our members, the business community and by large, our nation. I see this as the starting block towards building the progressive, fully democratic society that we all envisioned."

Now that AMCHAM T&T has reached this milestone, Ghany says gender parity must be the goal for all companies in the future. "It was only one year ago at our Women's Leadership Conference when I asked our members to commit to adding at least one woman to their Boards every year so that parity could be their goal. Now that AMCHAM T&T has reached parity on our board, I would like to re-state that call-to-action to our members so that they make gender parity a part of their business objectives while they lead their companies through this pandemic," says Ghany.

Meanwhile, Nirad Tewarie, CEO of AMCHAM T&T says it is an honour for him to be part of an organisation that continues to lead by action and not merely by words. "Achieving gender parity on a board level is a tremendous success for AMCHAM T&T and signals the real commitment and steadfast leadership on this issue by our President, Patricia Ghany and the members of the current board."

The CEO also acknowledged the significance for AMCHAM T&T through reaching this strategic goal. "This gives AMCHAM T&T more incentive to continue our advocacy on promoting the rights and protection of both women and men in the workplace and the wider society until we build that equal and equitable society for all."

This is just a steppingstone for AMCHAM T&T because we aren't stopping here. Now that women have an equal voice at the board level of our organisation, we want to make sure that this extends to every aspect of the wider society. In the coming months, AMCHAM T&T will continue our advocacy for gender equality in our society with plans to launch a series of gender-based violence sensitisation workshops in collaboration with the UWI Institute for Gender and Development Studies.

We understand that giving women opportunities to serve in leadership positions is one thing, but it will make no difference if their lives are continuously under attack through incidents of victimisation, violence and discrimination. Therefore, we are committed to securing a safer space for women and girls in our society. Stay tuned for AMCHAM T&T's continued advocacy efforts for gender parity and the promotion of women's leadership in business and society. ∎

"I ask our members to commit to adding at least one woman to their Boards every year so that parity could be their goal. Make gender parity a part of your business objectives while you lead your companies through this pandemic."

WE DO NOT LIVE IN ISOLATION

CEO's Perspective

Curtis Moore

General Manager/Managing Director
Nu-Iron Trinidad and Tobago Unlimited

I assumed the role of General Manager/Managing Director (GM/MD) of Nu-Iron Unlimited [Nu-Iron] in August 2020.

The Nu-Iron owns and operates a Midrex® Direct Reduction Iron [DRI] plant which is located in the Pt. Lisas Industrial Estate, the company is a wholly owned subsidiary of Nucor Corporation (Nucor) which is based in Charlotte, North Carolina, United States of America. Nucor is the largest steel producer and the most diversified steel and steel products company in North America. The Nu-Iron plant in Trinidad produces Direct Reduced Iron (DRI and is the highest quality Midrex® DRI plant, we are also the world's largest shipper of cold DRI. Our clients use DRI to produce specialty steel products.

Before starting with the company fourteen years ago as a DCS Operator, I worked in various manufacturing industries, including Methanol and another DRI plant.

During the years at Nu-Iron I slowly worked my way through various leadership roles. This led me to the position of Technical Manager at Nucor Steel Louisiana in the United States; where I stayed for just over two years and three months. Then the opportunity arose to return to Trinidad and Tobago as the GM/MD of the Nu-Iron plant. This was indeed an auspicious moment as I would be the first national appointed to the position. The decision to return home was one I made in consultation with my family, not only because they too would be impacted, but because I rely on their support and understanding.

It is a great honour for me to hold the position that I do, both as a national of Trinidad and Tobago and an ambassador of Nucor's culture. I am thankful for where I've come from, at the age of seventeen loading feed bags on trucks at National Feed Mills, while attending school at night. People frequently ask what are the keys to my success? I often tell them to maintain a humble attitude by always putting yourself in a position of learning, be effective and results driven, build strong relationships with your teammates and take advantage of the opportunities given to you. A mentor of mine regularly said to me that we have to decide what type of leader we want to be, one that uses people to get to the top or the one that people push to the top; the latter being the most sustainable. We do not have to be the head of a company or organisation to be a leader, we lead each day in our families, communities and other interactions.

Nucor is a team forged around a vision of being a leader in our industry, by providing unparalleled customer care, building trusted partnerships and creating sustained value. Our partnerships go beyond just our clients, to include our employees and service providers and all stakeholders. At the heart of Nucor's organisation is safety, integrity, passion, a can-do attitude, innovation, a strong work ethic and treating people the right way. This was an easy culture to adapt to because it speaks to so many of the values that I hold dear; my commitment to my company is to live the culture, grow the core of our business and expand beyond, this will not be difficult for me because these values are values that I learnt from working right here in Trinidad and Tobago.

COVID-19

This era of the novel coronavirus (COVID-19) is truly unprecedented in many ways. It presents challenges to the way we do business, our livelihoods, our freedom of movement and most evidently our physical and mental health. Trinidad and Tobago's response to COVID-19 is commendable and this is reflected in the low number of infected persons and related deaths. We all have to navigate our way through this pandemic and find innovative ways of getting the important things done. There will never be one approach that suits everyone or every company. Nucor facilities are working to protect their teammates while minimising disruptions to its customers and supply chain.

We at Nu-Iron are responding based on the nature of our operations and in alignment with the actions taken by the government. We've implemented remote work for teammates where ever possible, instituted social distancing, upgraded our cleaning practices, implemented screening before entry into our facility, provided guidelines to encourage teammates to reduce their exposure while offsite; and teammates are reminded to take advantage of the Employee Assistance Programme (EAP), as this is indeed a stressful time and our mental health can be overlooked.

We all have to re-evaluate the way we conduct our daily lives and our future plans. This pandemic reminds us that we do not live in isolation, what we do and how we do it affects those far beyond our own inner circle. We cannot rely on just one way of doing things, we must be resilient and flexible, keeping our goals always at the forefront, but making the tough choices to ensure that we get through this period safely together. Nucor remains committed to their investment in the plant, the one hundred and seventy-one permanent employees and their families together with some, one hundred and fifty contractors that come to work at the plant every day, we are committed to our stakeholders and the government entities that support our operations and to the many local suppliers and service providers. We are confident that we will come out on the other side of this pandemic stronger. ∎

This pandemic reminds us that we do not live in isolation, what we do and how we do it affects those far beyond our own inner circle. We cannot rely on just one way of doing things, we must be resilient and flexible.

Dr. Nippin Anand
Master Mariner, FNI, CSci
Feature Speaker at AMCHAM T&T's
24th Annual HSSE Conference

FOOLED BY RANDOMNESS

By Kennedy Maraj, Communications and Events Officer, AMCHAM T&T

Photo: Greg L/Wikipedia

THE "HERO" CAPTAIN

The shocking images of stranded passengers standing on the wing of a commercial airliner in the freezing waters of New York City's Hudson River really isn't something we see every day. But that was the astonishing sight that gripped the world's attention on the afternoon of January 15, 2009.

One hundred and fifty passengers and five crew members boarded US Airways Flight 1549 from La Guardia airport to Charlotte, North Carolina on that day. Two minutes after take-off, the plane runs into a flock of geese knocking out both engines of the Airbus A320 and creating the near-total loss of thrust.

The plane is just 2,800 feet up and nowhere near its cruising speed, leaving the pilots a few precious minutes to find a safe path to the ground. Five seconds later, Captain Chesley "Sully" Sullenberger takes control of the plane from his first officer Jeffrey Skiles and brings the plane back to earth. Except this isn't your typical airport runway.

For the next couple of hours images of the plane floating down the wide expanse of the river that separates Manhattan from New Jersey are beamed across television sets around the world. In the end, all 150 passengers and five crew members make it safely off the plane, with only five passengers suffering serious injuries in what the media quickly dubs the "Miracle on the Hudson."

In the immediate aftermath, 57-year-old Sullenberger, a former fighter pilot who was an airline pilot since leaving the United States Air Force in 1980, becomes a household name and publicly hailed as a hero all over the world.

THE "VILLAIN" CAPTAIN

Fast forward to three years later. It's January 13, 2012, and the luxury Italian cruise liner *Costa Concordia* departs Civitavecchia, the port of Rome on a seven-night cruise. At 21:45 in calm seas and overcast weather, she collides with a rock off Isola del Giglio on the western coast of Italy about 100 km (62mi) northwest of Rome. The collision leaves her with a 53-metre (174 ft) long gash in the port-side hull, along 3 compartments of the engine room. Soon, she loses power, and there is a loss in propulsion and electrical systems which cripples the ship. She begins to take on water. Strong winds push her back to Giglio Island where she runs aground with most of the starboard side underwater.

Photo: Soerfm/Wikipedia

At the time, she was carrying 3,206 passengers and 1,023 crew members. The accident resulted in 32 fatalities. In the aftermath, the ship's captain, Francesco Schettino, was found guilty of manslaughter, of causing a maritime accident and of abandoning his ship, and sentenced to 16 years in prison. In the media, he was vilified and dubbed "Captain Coward", "Captain Calamity" and a "hot-dog boat driver."

ARE WE BEING FOOLED BY RANDOMNESS?

So, what do these two incidents have in common? We see one as a miracle and the other as a tragedy. But why? It's an interesting question and one that Dr. Nippin Anand, a Master Mariner and Principal Specialist in Management Systems and Human Factors answered in his Presentation: "Fooled by Randomness" at AMCHAM T&T's 24th Annual HSSE Conference.

Anand indicated there was a lot to learn from both accidents, particularly how established narratives that do not capture the full story can influence our understanding of an accident. To take accident investigations to the next level, it's important for organisations to be aware of these narratives.

By every account, the "Miracle on the Hudson" is an inspiring story of risk and survival. But the real story from this accident comes directly from Sully's own account. In the media coverage, he is quoted saying: "I knew people would be debating whether what I did was right or wrong perhaps for decades."

It's this admission that fascinates Anand. "He did something completely unimaginable. He chose to land the aeroplane on the Hudson River, and there were no casualties. Everyone survived and what he's trying to say here is that had a few people been injured or dead on that flight, would he still be seen as a hero?"

WHY CELEBRATE NON-ACCIDENTS?

Whether or not the outcome leads to a serious casualty or not, it's a matter of chance or gamble. So, why celebrate the non-accidents or zero accidents? Are we being misled? It's a thought-provoking question that makes us wonder how and why the roles of hero and villain are cast in a narrative. Anand postulated that there was a tendency towards using accidents as a proxy for safety. The "Miracle on the Hudson" shows that every accident has an element of randomness or luck.

Perhaps this is why we have to think about what we are measuring and how? We ought to think about the relationship between accidents and safety a little bit differently before we write the narrative.

The National Transport and Safety Bureau said in its investigation report, "the professionalism of the flight crew members and their excellent crew Resource Management during the accident sequence contributed to their ability to maintain control over the plane, configure it to the extent possible to control under the circumstance, and fly an approach that increased the survivability of the impact." (NTSB, 2010)

But Anand argued something that was purely a matter of chance—even for Sully himself—was being celebrated as a success. He laments that this was "a story of professionalism which could have gone terribly wrong, and this is a very normative language that we see in many accident investigations. A judgment made because of a good outcome."

When he compared the Hudson to the Costa Cordia accident, he saw a different outcome. Headlines like "Cruise Ship Captain Carries Italy's Shame" shaped a narrative that included a mix of views—that Schettino was drunk or distracted by a Moldovan dancer, that he acted erratic, but also that he was a well-trained professional. "Here you see conflicting narratives about the same accident, yet the captain was cast in the role of the villain," said Anand.

It got worse for Schettino when the official accident report said, "it is needless to put in evidence that the case of the *Costa Concordia* is considered by this investigative body (and we believe by everyone in the maritime field) a unique example of the lessons which may be learnt, despite the human tragedy and the Master's (Captain's) unconventional behaviour, which represents the main of the shipwreck."

> *Established narratives that do not capture the full story can influence our understanding of an accident. To take accident investigations to the next level, it's important for organisations to be aware of these narratives.*

ANAND'S DIFFERENT TAKE ON SCHETTINO

Anand said there is an intention in this narrative that tries to claim credibility, which is to paint the Captain as the "shame of Italy." Anand's own personal investigation into the incident shaped a different narrative of the accident.

"Our objective was really to understand the human story of the accident and Schettino's view about the accident. But it was very hard for us to make him speak about his perceptions, his views, his opinions as a professional."

In accident investigations this is not strange, because reports are heavily focused on finding objective evidence which, Anand said, does not exist in the wake of something going wrong. "There are no facts when things go wrong," he said. "There are only interpretations that suit us and our needs."

Those needs have to do with who is telling the story and where it is coming from. For example, when Anand and his team designed the study to investigate the *Costa Concordia* accident, they had to pay attention to all of the knowledge that was available in the public domain, which he refers to as "the first story." They then spoke to the captain to understand his views, which was "the second story", and into which, according to Anand, objectivity doesn't come. "You never actually create a second story. At most, what you create is 'the third story', which is your interpretation of what you heard and saw and how you present it."

Anand said an important tool in conducting accident investigations is to never claim objectivity, because this leads to making biases visible. Instead, an analytical approach should be made absolutely clear, first to yourself and then to the people to whom you are presenting the findings. "Never claim anything objective, because there is nothing objective. It's somebody's story at the end of the day. This is why there is no second story. When we are reading accident investigative reports, we must understand that this is the interpretation of the third person, the one who is telling the story."

SO, WHAT DID ANAND'S INVESTIGATION REVEALED ABOUT SCHETTINO?

Was he a well trained professional or somebody who lost his mind with no personal character? According to the official investigation, Schettino made the dangerous decision to perform a "salute", meaning getting the ship very close to the land and then blowing a horn and moving away.

Schettino's decision to perform this manoeuvre so close to the shore appears reckless and dangerous. But then so does Sully's decision to land an Airbus 320 on water. Why would the captains perform such stunts and knowingly jeopardize their crew and passengers? Anand's investigation revealed "salutes" were a customary practice in the Mediterranean Sea before this accident happened. Yet the public narrative of Schettino's actions painted him as endangering the lives of all onboard. Therefore, what the world considered as something idiotic and a sign of either gross negligence or incompetence, was something that formed part of the ship captain's everyday job.

Anand wasn't arguing whether Schettino's actions were any more or any less reckless than the decision by Sully to land the Airbus320 on the Hudson river. What he was highlighting was that the public narratives that have been written about both incidents cast one actor as the villain and the other as a hero for acts that were, in both cases, dangerous.

To understand what Schettino did on that day, it is very important to understand how he managed the conflict between safety of navigation and customer satisfaction. "When you go on a cruise ship you don't pay a fortune to see water. You want to see land, you want sightseeing," Anand said. "So in many ways, what looks like an error from the outside, is how the system functions from the inside."

Based on this reasoning, Anand said it was important for companies to engage with the different narratives presented in accident investigation reports, if they really wanted to make sense of what was going on and maintain safety in their organisations. ∎

What the world considered as something idiotic and a sign on either gross negligence or incompetence, was something that formed part of the ship captain's everyday job.

Nippin Anand's Website

Dr. Nippin Anand is a Principal Specialist in management systems and human factors. With more than two decades of exposure within the maritime, oil and gas sector Nippin has accumulated a career capital that spans across hands on operations, academic research, consultancy and certification and regulation in the maritime, oil and gas sector.

SAFETY
DIFFERENTLY

Prof. Sidney Dekker

Best-selling author, professor and pilot, internationally renowned for his work in the fields of human factors and safety
Feature Speaker at AMCHAM T&T's 24th Annual HSSE Conference

"Let's see if we can increase things going well rather than reducing the things that still go wrong."

Traditionally our approach to safety and making work safer has been to avoid things from going wrong. We would often become obsessed with low numbers of injuries and low numbers of incidents to maintain a safe work environment. Some companies would declare "zero" harm, which in a sense is a noble and necessary commitment.

The issue with this approach is that it can start to create some counter-productive side effects that actually work directly opposite to the goals that you wish to achieve if all that you are doing is focusing on the last little bits of negative things that go wrong.

"Safety Differently" is a phrase coined by Professor Sidney Dekker, Griffith University in Brisbane, Australia, where he founded the Safety Science Innovation Lab. Dekker said, "Let's see if we can increase things going well rather than reducing the things that still go wrong."

Paying attention to the positives and not only the negatives (what goes wrong) may seem like ignoring the reasons that cause the risk or problem. But it's the over-reliance on rules and compliance that is running out of steam."I was talking to an ICU doctor in Texas who told me that in a 12-hour shift she spends hours doing bureaucracy and compliance activities at the administrative level, rather than clinical work and seeing patients," said Dekker. "We can always write more rules. The question is: does it allow us to stop things from going wrong? Or does it simply get in the way of getting work done?"

The pursuit of zero accidents or incidents is noble, but it also creates a culture of risk secrecy which is becoming a huge blind spot, because sharing the bad news is withheld from the boss. Employees get the impression that there is no space for anything but a squeaky-clean record, and that incidents and acts of deviance are outlawed. In this environment, people don't feel safe talking about their difficulties, obstacles and bad days, and perhaps even their injuries that they are hiding from the boss which undermines the safety culture.

To counteract much of this, Dekker advocates for companies to establish a culture of honesty, openness, and a willingness to share and learn from each other—especially when things go wrong, so that they can prevent it from happening in the future.

AIMING FOR ZERO MAY CAUSE FATALITIES

While the zero-tolerance approach may have been the goal for many organisations, aiming for zero may actually cause more fatalities, according to Dekker. Citing data from two companies belonging to the Brooks Group in the UK, which both have similar cultures, workloads, capitalisation and volume of projects, the researchers found that one had 4 fatalities and 214 major incidents over the four-year period of the study, while the other had 0 fatalities and under 135 major incidents. So what separated them?

"The most plausible explanation is culture, leadership and management. If you do everything to repress injuries by calling them something else, by telling people not to take a day off because it makes your numbers look bad, you actually start to assemble the groundwork for more serious incidents, including fatalities." It's called the "looking good index" ... an optical illusion.

D ekker defines safety as the culture that allows the boss to hear bad news. Thinking about bad news is to think about safety differently, i.e. about work as imagined versus work as done. "You can always write more rules, but that's not how work gets done. If all the doctor would be doing is following rules, she would be following rules for hours and not seeing a single patient, which means something has to give. At some point you have to make sacrifices."

Such is the scenario that happens in every business, industry and across the globe. Things do not go well because people follow rules. Things do go well when people have the adaptive capacity to know what is important and what is not important relative to the emerging situation and the surprises that present themselves to them.

When you put formal pressure on a system by looking at it with managers, auditors or safety professionals, the informal ways of working retreat from view for the time being and become well hidden. And then they will roll back in as soon as you leave. Dekker instead insists you ask the people doing the work, "What are the things that the organisation has put in place that hampers their work? How can it be done better, safer, more efficiently? Our efforts should be in examining the robustness of controls, not the compliance of people. Asking the people on your front line 'What is the stupidest thing that we're asking you to do?' is hugely revealing," he said. "These things can stand up in court because there's nothing wrong with trying to focus on process improvement with the people who actually do the work."

"Safety should be done because it's an ethical responsibility for people who do your dangerous and dirty work."

"Asking the people on your front line 'What is the stupidest thing that we're asking you to do?' is hugely revealing."

EMPOWERING EMPLOYEES

Employers should create a culture whereby employees are given the joy of taking responsibility for their work and where there is the freedom (within a framework) to modify or change the task to allow work to get done while still maintaining safety processes.

But does "Safety Differently" mean we should change all the rules or stop writing rules altogether?

"Of course not, in fact, there's a lot of rules written in blood," said Dekker. "It would be stupid not to have rules. However, simply turning to *more* rules or reminding people of the rules that are already there as our antidote to risk, is truly running out of steam the safer you become."

Therefore, bosses should focus more on the positives than the negatives and open the lines of communications with their staff. "We plan way beyond the situation we can foresee because we're arrogant, we think we can foresee everything. We believe we know what works. No, you don't! When did you last do it yourself? Work as imagined is not work as done."

T o have a culture where you can say to the boss, I think this is a bad idea, we shouldn't be doing it this way so let's stop for a moment and think. That is the sort of culture that creates safety."

This is where "Safety Differently" says safety is not the absence of negatives, it is the presence of capacities to make things go well. If companies want to increase safety, they will have to relentlessly identify those capacities and find ways to enhance them since that's what they do.

"Safety Differently" says people are not the problem, but they provide the solutions. Every employee has certain capabilities, and it's up to employers to find them, enhance them, and make them shine. "Don't tell people what to do because they know what to do," said Dekker. "You hired them because they know what to do. In fact, ask them what they need to do to make it better so that those capacities can come out and do good for you."

Of course, the goal is always to eliminate negative events, but Dekker advises that we should not obsess about making the numbers small, but think about how to increase positive capacity already present. Ultimately, what this boils down to is that safety should not be done because of bureaucratic liability. Safety should be done because it's an ethical responsibility for people who do your dangerous and dirty work. ■

Sidney Dekker's Website

RACING AGAINST RISK IN FORMULA 1

"We are not looking for risk-taking creativity."

Interview with Mark Gallagher

By AMCHAM T&T Staff Writer

Safety advice from an organisation that has had over 40 workplace fatalities in the last four decades? Just ask Mark Gallagher, who has worked in Formula 1 for almost 30 years, the last 15 of which as a senior executive within the management of Jordan Grand Prix, Red Bull Racing and Cosworth.

As one of the featured speakers at AMCHAM T&T's 24th Annual Health, Safety, Security and Environment (HSSE) Conference, which was held virtually this year, Gallagher said that in 2020, compliance and regulation touched every aspect of Formula 1. "The weight of the car, the materials that we can use, the dimensions of the vehicle, the safety structures within it—the reality is, the reason we have so much regulation comes down to one principal thing and that is SAFETY. Because at the end of the day, the products that we create have an end-user, a human being: the racing driver."

But it wasn't always that way. Between the 1950s to 1990s, the sport was littered with major catastrophic

events in which drivers and spectators alike suffered life-changing injuries, or worse yet, lost their lives. All of that changed at the 1994 San Marino Grand Prix in Italy when Austrian driver Roland Ratzenberger and three-time world champion Ayrton Senna was killed in separate accidents.

This proved to be a major turning point in the development of F1, particularly with regard to safety. "I can pinpoint that Sunday of May 1st as the day when everything changed from a cultural perspective, from a leadership perspective, from a technological perspective, from a regulatory perspective," said Gallagher. "Everyone woke up the following morning realising that this was untenable. We had to change."

TRAGEDY LEADS TO CHANGE

Following the tragedy, the sport underwent a profound change in every aspect of its operations. The Fédération Internationale de l'Automobile (FIA), F1's governing regulatory body, and the ten teams got together with the Chief Executive of Formula 1 to develop a safety agenda for the industry. The changes spanned design of tracks and vehicles, communications, and processes/procedures.

Racing tracks around the world started to be redesigned, and track owners were mandated to carry out immediate modifications to their tracks based on data of the trajectory of racing cars that had been involved in accidents.

Communications were to be better coordinated between all racing stakeholders in order to understand how to manage risk and to optimise safety in operations. For example, a better flow of information with centralised control allowed a Race Director to call a halt to operations if risk started to rise to an unacceptable level (for example, debris on the track, bad weather or an incident that required the safety car to join the field to slow the cars down).

Racing cars were also redesigned to ensure that the driver was better protected from a high-energy impact. In 1995, Formula 1 engaged with the European Union and the automotive industry to share crash testing data and to improve the safety structures in road cars around the world. Every car manufacturer in the world had to make sure their cars undergo a global new car approval programme, including crash testing and a rating to measure its safety requirements. Today, F1's governing body provides a substantial research and development fund to deal with car safety, benefitting the whole of the automobile sector.
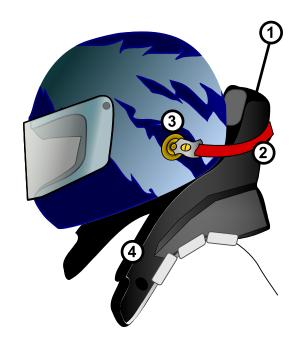
Following that fateful Sunday in San Marino, a device was developed to protect drivers from sustaining spinal and head injuries. The inexpensive device attaches under the seatbelt of a racing car, goes around the driver's neck and is tethered to the helmet. "I cannot tell you how many lives that piece of technology has saved," said Gallagher. "Many injuries have been avoided or mitigated as a result of the very simple piece of technology."

TECHNOLOGY BEYOND TODAY

Digital transformation has also played an important role in improving the safety operations of F1 over the years. Cars are now outfitted with about 300 sensors that feed data in real-time to the leadership team and pit crew who monitor and diagnose the different systems of the vehicle. This allows the team to build an expert view of what is happening in real-time so risk can be avoided.

SUCCESS BREEDS...COMPLACENCY, COMFORT?

Still, even with all the regulations and technology deployed to improve safety operations in F1, accidents will inevitably occur, which Gallagher attributes to complacency that can develop if there is no incident over a

Following that fateful Sunday in San Marino, a device was developed to protect drivers from sustaining spinal and head injuries. The inexpensive device attaches under the seatbelt of a racing car, goes around the driver's neck and is tethered to the helmet.

long period of time. Such was the case twenty years after the 1994 casualties, when French driver Jules Bianchi, who drove for the Marussia F1 Team, collided with a recovery vehicle in very wet conditions at the Japanese Grand Prix in 2014. Bianchi suffered a diffuse axonal injury and later underwent surgery. He was placed into an induced coma and remained comatose until his death on 17 July 2015. Bianchi was the first driver to die as a result of an F1 racing accident since Senna's death in 1994 at San Marino.

"That accident and loss led to another set of changes in terms of technology, systems, processes, a rethinking and a re-education for everyone in our industry about just why safety had to be relentlessly spoken about and adhered to across all of our operations," commented Gallagher.
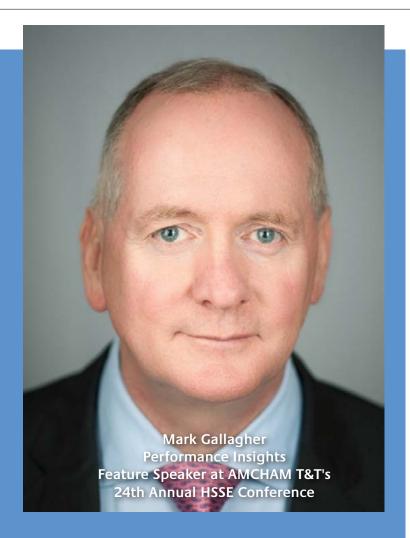
CULTURE TRUMPS EVERYTHING ELSE

"There is no point in having great systems, technology, training and processes, or leaders talking about safety, if you don't have the right safety culture within your business." Gallagher opined that it comes down essentially to the people who make up the business.

"When people come to work in our environment, we have to make sure that we educate them about why we have to do things in certain ways. It's very easy for a young mechanic or a young engineer to question why we do things in a particular way, so it's important that we explain not just once, but constantly remind people over time."

For many years, safety in Formula 1 was only talked about but not enacted in a meaningful way to prevent unfortunate events from occurring. Once this shift occurred, the industry saw the immediate results, going from 40 accidents in four decades to 2 accidents in two decades.

Today, Gallagher runs Performance Insights, providing deep-dive insights into F1, and working alongside some of the sport's greatest stars. ∎

Mark Gallagher
Performance Insights
Feature Speaker at AMCHAM T&T's
24th Annual HSSE Conference

Q&A with Mark Gallagher

What would be your advice for companies that have never had any major safety issues or historical data to prevent an emergency—where do they start?

Mark: Accidents are always waiting around the corner and complacency is our biggest enemy. The more you feel that you are somehow protected from that, the more likely it is that you're going to have an incident sooner or later. So if you're a new player or if you're a company that does not have a history involving an incident, go out and talk to those who did. You may well find that your systems and processes are extremely good, but there might still be a lot of learning to be had from someone else in the industry.

What lessons were learned by F1 between the 1994 incident and the 2019 incident?

Mark: The one thing that we did NOT quite learn well enough was the ability to inculcate the behaviours and the culture within new recruits into the industry to make sure that that corporate memory was intact and that we are passing the baton of safety effectively from one generation to the next.

There's a reason why we do things the way we do them, and it's extremely important when we recruit people to put the effort not just into the training, but into the broader education around what our priorities are as a business.

We have to be very careful about making sure that there is a relentless urgency to the safety message, that it is delivered in a compelling way, and that we really think about the people within our business who are being spoken to. How are they being spoken to? How often? How is the safety aspect being made a fundamental part of our culture without being overburdensome?

How does F1 manage driver risk and winning?

Mark: We manage the risks by having regular meetings, so that the drivers are being educated as to how we as a team and how their engineering colleagues expect them to operate the car. They are machine operators, and to win the race they have to operate that machine in the right way. We are not looking for risk-taking creativity. We're looking for them to optimise the way in which they perform. Drivers like Lewis Hamilton also lead meetings and talk about safety, performance and lessons learned from the race.

The combination of the internal checks within the team and the external regulation from the FIA means that any driver who's taking too many risks will soon get pulled up. We are really not interested in having someone drive for us who's going to cause an accident that might cause injury to themselves or to their competitors.

How has F1 contributed to the COVID-19 relief aid?

Mark: With the COVID-19 outbreak there was a significant shortage of ventilators in Europe. All of F1 teams came together and combined their resources to start producing ventilator components. The Mercedes-Benz team was asked by the University College London if they could reverse-engineer a breathing aid known as a CPAP machine, which is simply a mask that makes sure that you get oxygen. The Mercedes-Benz F1 team reverse-engineered that breathing aid in 100 hours in a 3D manufacturing environment. The prototype was tested on patients and because we operate to aerospace standards in terms of our engineering and quality, we were able to fly through all of the regulatory checks on this piece of healthcare equipment. I think 5,000 CPAP machines were produced and put into the healthcare system. We made all the designs freely available online and today we've had healthcare organisations in over 80 countries copy the F1 breathing aid and use them in their own fight against COVID-19. So it was a great example of F1 teamwork, collaboration, working under a lot of pressure, and putting something positive back into society in what has been a very difficult year for everyone.

As F1 becomes more technical, how is pressure for safety and entertainment managed?

Mark: Sometimes we get asked by the media and by fans: could we not reintroduce some risk? Because the risk and the accidents make it more "fun", which is how the fans see it. Well, the trouble is we can't easily do that, because we're NOT going to reintroduce more risk. We're NOT going to make our sport less safe for entertainment sake. It's not Gladiators in the ring in Rome. Instead, we look at things that we can inject into racing to make it more interesting, such as changing the sporting rules and regulations. For example, at the moment there's a big conversation going on in F1 about the fundamental wisdom of starting a race with the fastest car already at the front of the field. Now, we're not going to put the fast guys at the back of the green, but what we're looking at doing is maybe introducing some disruptive rules and regulations with the idea of mixing things up. In the next two to three years, you're going to see some pretty innovative trialling of new regulations to mix things up, to introduce a little bit of unpredictability into the sporting setup, but we are not going to reintroduce risk. ∎

Mark Gallagher's Website

AMCHAM T&T

HSE COMMITTEE 2020 ACTIVITIES

28 January • Update on Water Pollution Rules

- Camilla Arjoonsingh, AMCHAM T&T HSE Committee member & Manager H.S.S.E, National Energy Corporation
- Mr. Hayden Romano, Managing Director, Environmental Management Authority
- Vidjaya Ramkhalawan, Assistant Manager Water and GIS Unit, Environmental Management Authority
- Wayne Rajkumar, Manager Technical Services, Environmental Management Authority
- Moderated by Cindi Nandlal, AMCHAM T&T HSE committee chair & HSSE Manager, PLNL

The HSE Committee is one of the largest and longest serving committees of AMCHAM T&T. This committee is made of up professionals across various industries in Trinidad and Tobago who keep their fingers on the pulse of issues affecting business as it relates to Health, Safety, Security and Environment.

This Pandemic year, the committee executed various pre-Conference webinars, provided a return to work paper to guide safe return to work, successfully hosted AMCHAM T&T's 24th Annual HSSE Conference and Exhibition and the HSE Awards.

19 March • Motor Vehicles & the Road Traffic Act

- Sharon Inglefield, President, Arrive Alive
- Brent Batson, Road Safety Coordinator, TTPS
- Ian Haywood, Businss Development Manager, Ansa Rentals
- Robert Visser, Managing Director, TCM

3 April • Managing Mental Health & Wellness

- Dr. Ishvan Ramchaitar, Chief Medical Advisor, Atlantic
- Anthony Watkins, CEO, Principal Consultant, Odyssey Consultinc Limited
- Moderated by Nirad Tewarie, CEO, AMCHAM T&T

24 April • Navigating Uncertainty: Building Organizational Resilience

- Robert Ord, Global Business Manager, Check-6
- Chris Earl, Western Hemisphere Business Development, Check-6
- Garth Vincent, Principal Consultant/CEO, Business Crisis Consultant Ltd
- Moderated by Nirad Tewarie, CEO, AMCHAM T&T

6th May • COVID-19 HSSE Return to Work Guidelines

8 May • Navigating the Pandemic - Uncertainty, the Usefulness of Risk Management

- Dr. Nippin Anand, Founder, Novellus Solutions
- Colonel Lyle Alexander, Chairman, Port Authority
- Moderated by Cindi Nandlal, AMCHAM T&T HSE committee chair & HSSE Manager, PLNL

12 May • Navigating The Pandemic - Cybersecurity Essential for Conducting Business During COVID-19

- Vernon Jeffery, Chief Strategist, Readiness Associates
- Shanna Utgard, Success Manager at Defendify
- Anthony Subero, Chief Risk and Compliance Officer, Hitachi
- Daniel Gaudreau, Executive Consultant, Hitachi
- Moderated by Zia Patton, Partner, PwC
- Consultinc Limited
- Moderated by Nirad Tewarie, CEO, AMCHAM T&T

2 June • A Conversation with Michael Quiello on COVID-19 and Airline Safety - VP, Corporate Safety - United Airlines

24 July • Pre Conference Webinar: Human and Organizational Performance (HOP) To Improve Safety Culture in Business

- Kym Bancroft, Health and Safety Manager, People & Safety at Queensland Urban Utilities HQ in Australia
- Moderated by Cindi Nandlal, AMCHAM T&T HSE Committee chair and HSSE Manager, PLNL

31 July • Pre Conference Webinar- CEO Conversations with Dr Philip Mshelbila, Atlantic

- Moderated by Nirad Tewarie, CEO, AMCHAM T&T

21 August • Indoor Air Quality & Implications on Worker Health in Times of COVID 19 - A Pre-HSSE Conference Webinar

- Harold Oxley, Managing Director & Senior Consultant, REA Envirohealth International
- Gerard Rajkumar, Manager, Sygma Environmental
- Moderated by Patricia Ghany, AMCHAM T&T President and CFO, Esau Oilfield Ltd

28 August • CEO Conversations with Dominic Rampersad, President, PPGPL

- Moderated by Patricia Ghany, President AMCHAM T&T and CFO, Esau Oilfields Ltd

16 September • Building Resilience: Bouncing Forward from the Crisis - with Dr Todd Conklin, Human Performance Expert

- Moderated by Cindi Nandlal, AMCHAM T&T HSE committee chair & HSSE Manager, PLNL

19-21 October • 24th Annual HSSE Conference and Exhibition. Theme: RESILIENCE

August–October • HSE Awards

HSSE, COVID & RESILIENCE

Interview with Cindi Nandlal

HSSE Manager at Point Lisas Nitrogen Limited
Chairperson of AMCHAM T&T's HSE Committee

Cindi's resilience across several industries over the next two decades has seen her positively contribute to the HSSE operations in port operations, downstream petrochemical, energy services, energy investments and LPG/Industrial gases.

With over twenty years of HSSE experience and leadership under her belt, Cindi Nandlal has built an impressive resume in a field that is mostly dominated by men. Currently, she is the HSSE Manager at the privately-owned Point Lisas Nitrogen Limited – a global energy industry titan which manufactures Anhydrous Ammonia in Trinidad and Tobago.

Cindi says her goal following University was to get into the environment field. She began this journey as an on-the-job trainee at the Caribbean Industrial Research Institute (CARIRI) – an organisation with modern laboratories consisting of state-of-the-art equipment and highly trained specialist professionals who provide solutions to Caribbean industries, businesses and small entrepreneurs, while keeping the environment safe.

But the "E" in HSSE at the time was mainly combined with the Health, Safety and Security aspects of many companies. Nevertheless, it was Cindi's resilience across several industries over the next two decades that has seen her positively contributed to the HSSE operations in port operations, downstream petrochemical, energy services, energy investments and LPG/Industrial gases. Her role at these industries has helped her to gain valuable knowledge and access to experts and colleagues from around the world whom she still calls upon to this day.

Having gained this first-hand experience, she says it was the progressive thinking of a former boss who encouraged her to start assuming more of a leadership role on several boards. This experience has helped her to understand the business processes, governance, and constraints that can indirectly and directly impact HSSE. Today, Cindi is the Chairperson of AMCHAM T&T's HSE Committee where she leads a team of industry experts to promote HSSE excellence and best practice through the organisa-

tion's flagship event, the Annual Health, Safety, Security and Environment (HSSE) Conference & Exhibition.

LINKAGE recently sat down with Cindi to learn from her years of experience in this field and here's what she had to say.

1. WHAT MADE YOU CHOSE THIS FIELD?

In 2005, six years after getting into HSSE, I experienced a workplace fatality and all the traumatic implications that arise. My career thereafter took a distinct turn, to focus on safety. This was followed by several other similar events which evolved into additional focus areas in leadership, culture and process safety as precursor areas to manage significant injury and fatality events.

The privilege of work – There is a Maori quote that says: "My success should not be bestowed onto me alone, as it was not individual success but success of a collective." My parents through their values taught me that the privilege of work is the duty to give back to the country as well as the profession that has given me so much. Volunteerism in programmes such as children mentorship, the Heroes Foundation, AMCHAM, even a jointly founded "Women in OSHE" group is a small part of paying it forward. I believe that every employee's potential is greatly enhanced by volunteerism, and many companies have good community and people service programmes to do so. If 60% of your life is at work, work ought to be meaningful and part of that meaning is giving back.

2. WHAT ARE SOME OF THE EXISTING CHALLENGES IN THE HSSE DISCIPLINE?

Culture change challenges - When you are attempting to push key levers on culture change, you have to be prepared for some uncomfortable and pressure-filled circumstances. Consistency, cadence, competence and communication are key for building a culture of safety. I have been in countless scenarios where I had to "lead up" with senior people on lack of consistency in their safety leadership and how it translated into the organisation. Some of these very difficult, tense conversations resulted in change, some did not. Either way, it is a role that can be very unpopular at times. If your compass is such that you have the organisation and people at heart, this is just part of the course. My advice.... keep pushing!

Bias challenges - My current boss has a saying, "Earn your seat at the table, whether you are a man or woman." For women in leadership positions or seeking leadership positions, my experience echoes that saying. Build your craft, network significantly, get into the trenches when you can and "get your hands dirty", especially if you are in the beginning stages. Why? There is no better way to learn. I have had men challenge me to do what they do, literally getting into physically uncomfortable, dirty spaces. It made me appreciate the work they do even more. As an HSSE Practitioner, it also helps in applying a pragmatic approach to safe systems of work. HSSE at the field level requires you to understand work as done, not work as imagined. Young HSSE practitioners need to get out into the field to do that. It cannot be done in the office in the developing phases.

Self-awareness challenges - Another piece of advice I would give is to get a mentor or coach. I have been extremely fortunate throughout my career of having SMEs in safety and in leadership as mentors and coaches. Mentors and coaches push you to your highest potential and see you beyond what you see about yourself. One of my most influential mentors taught me a lot through his consistent examples and coaching on values and resilience even when things were seemingly going very wrong.

3. HOW DOES HSSE ENCOURAGE RESILIENCE?

Resilience is our ability to adapt and bounce back when things don't go as planned. Inherent to the negative outcomes in the HSSE field are incidents or accidents, i.e things not going as planned. You have to always be in a state of preparing for what can go wrong, balanced with looking at what are the mechanisms for when things go right and are successful. It is therefore a field that generates resilient people.

Another definition says that resilient people don't dwell on failures; they acknowledge the situation, learn from mistakes, and then move forward. Part of HSSE skills and engagement is learning from your mistakes and micro experiment failures. Organisations are like living systems, complex, unique and have different nuances. There is no "best practice" that can fit snugly in one organisation and get into yours and fit the same way, it's trial and error.

"HSSE is a role that can be very unpopular at times. If you have the organisation and people at heart, this is just part of the course. My advice.... keep pushing!"

4. WHAT ARE SOME OF THE LATEST TRENDS IN THE FIELD OF HSSE?

I heard it once said that the facts or knowledge we have today have a half-life, meaning they become irrelevant sooner than we think. The safety field is no different. Advancing technology has changed the way we plan and execute technical safety work, especially in high hazard industries. The fundamental understanding of humans and organisations as complex organisms has also evolved.

The "soft skills" approach/knowledge to HSSE now considers human and organisational performance (HOP). This addresses how humans as complex organisms "see, think, and execute" work. It caters for the fallibility of human nature. It also addresses how blame/scapegoating people for accidents do a lot more harm than good. I am proud that over the last two years the AMCHAM T&T conference has been able to feature renowned thought leaders in the HOP area to disrupt the thinking around these aspects of safety and leadership.

5. WHAT ARE YOUR VIEWS ON HOW THE COVID-19 PANDEMIC IS IMPACTING HSSE POLICIES?

There are so many parallels between HSSE and what is happening in Trinidad (and worldwide) with COVID-19. Risk management is at the core of both. The government has been attempting to manage a "new" invisible biological hazard, with both knowns and unknowns. It had to convince a diverse public that the measures to manage this risk, as simple as they may be, will get us in control of the community spread—that cloth masks (akin to PPE), administrative controls (washing hands, sanitising, and not touching your face) as well as physical distancing are valid controls to protect the most vulnerable in society. How do you convince someone who has to do more than they want to, wear uncomfortable extra protection, change the way they do things, in order to protect them or their loved ones from something that may or may not impact them significantly, especially when they don't know anyone who has been significantly affected by this invisible organism? It should be simple, right? It's not.

As HSSE professionals, we also manage hazards (including now COVID) that cannot be detected by human senses. We have outcomes, such as significant injuries, fires, exposure to chemicals etc. that people are exposed to and must be managed, even though they have not experienced any unintended consequence yet. Additionally, we also have to convince people why PPE (personal protective equipment), as uncomfortable as it may be, will minimise the severity of potential exposures to hazards. This is only part of the job. It's challenging and always evolving. But it's a game worth playing to protect people from harm.

The traditional thinking of worker productivity and safety will not work in this pandemic. If someone has to choose between going to work with slight symptoms or not getting paid because the traditional sick leave policies don't apply, the choice may seem obvious. This is not an easy trade-off for business but the impact of traditional approaches around productivity, sick leave etc. may have unintended deleterious impacts. We have to think differently, and be more compassionate during this time. ■

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"How do you convince someone to wear uncomfortable extra protection in order to protect them or their loved ones from this invisible organism? It should be simple, right? It's not."

HSE PANDEMIC CHECKLIST

T he COVID-19 pandemic has changed the entire global business landscape threatening the existence of certain industries. Businesses are now turning to HSE professionals to help them adapt to the constantly changing environment to ensure the safety of their employees and the resiliency of their operations.

Developing an HSE checklist can help you navigate the constant changes to your work environment. The following is a brief set of guidelines you can use to help develop a checklist specific to your company.

"A Risk Assessment is the biggest tool in your arsenal in the fight against COVID-19."

By Melanie Gregory

HSEQ Officer, Eve Anderson Recruitment Limited

HSE PANDEMIC CHECKLIST

1.	ASSIGN A COVID-19 TEAM
	Assign a multidisciplinary team made up of HSE and HR professionals, management as well as your workers should be assigned to assess the risk of COVID-19 in your workplace and develop an action plan.
2.	RISK ASSESSMENT
	A Risk Assessment is the biggest tool in your arsenal in the fight against COVID-19. Identifying where and how COVID-19 can enter the workplace and who is most at risk as well as how to reduce that risk by implementing control measures, is the first step in ensuring the safety of your employees.
	As we are faced with the pandemic, the communication of information for the welfare of employees will be critical. According to the Returning to Work Guidelines, "The New Normal" (Updated Version) issued by the Occupational Safety and Health Authority and Agency of Trinidad and Tobago, employers should take into consideration employees who are most at risk of COVID-19. This includes workers who are more likely to be exposed due to their position and those who are most vulnerable, e.g. older employees, pregnant employees, those with pre-existing conditions and/or comorbidities such as hypertension, respiratory/lung conditions, heart conditions and diabetes as well as those undergoing cancer treatment or other forms of immunosuppression.
	Also consider employees who have high-risk family members they live with or take care of. Where possible, these persons should be shielded by implementing remote work policies.
2.2	DECIDING ON CONTROL MEASURES
	When developing control measures, they must be best suited for your industry work environment and operations. This can be done by utilising the hierarchy of controls: Elimination, Substitution, Engineering, Administration and PPE/RPE. Some control measures can take the form of a mask protocol, sanitisation stations, temperature monitoring, remote working, staggered workdays, barriers, maximum occupancy for rooms or buildings, altering the workplace layout, etc.
	The Government of Trinidad and Tobago has developed several industry specific guidelines to help aid in this step.
2.3	DOCUMENTATION
	Ensure that the risk assessment is documented along with all new policies, procedures, and changes made to the system. Some examples of COVID-19 protocols and contingency plans would be Remote Working Policy, Procedure for a Positive COVID-19 Case, Return to Work Procedure and Sick Persons Procedure.
2.4	IMPLEMENTING YOUR CONTROL MEASURES
	One positive case of COVID-19 can be detrimental to business operations and to staff safety. If a positive case is confirmed, operations must be shut down so that the premises can be sanitised, contact tracing can occur, exposed personnel can quarantine, etc. Ensuring you have adequate control measures in place can help reduce this risk and increase your company's resiliency during this time. Utilise your COVID-19 team by assigning duties to help get this done in a timely and efficient manner and ensure that staff are abiding by the new procedures and controls.

2.5	REVIEW
	Trying to control the spread of COVID-19 in the workplace is a continuous cycle of improvement and enforcement. New information is regularly provided as the Government updates regulations and guidelines. In addition, new research is released by international experts (such as the World Health Organization and the Centre for Disease Control) constantly, therefore your risk assessment, guidelines and controls should all be regularly reviewed and updated to reflect these changes.
3.	TRAINING
	The control measures you are implementing will be completely foreign to most industries. Staff must be trained to not only know what you are implementing; they must also understand why.
	Developing a mix of training programmes that use different media forms can help staff grasp the new control measures. For example, use a video format where you walk staff through the workplace with the new controls. Develop a flow chart of your reporting procedure or show videos on why we must wash our hands. **Never make assumptions.** Just because you think something should be common knowledge, does not mean that it is.
	Complacency can be dangerous. Many new protocols and procedures are being implemented and it is hard for staff to remember all the safety guidelines, so retraining staff is critical. Whether it is through team calls, video, email, safety signs, staff meetings and memos—remind staff on what is expected of them during this time and ensure it is being enforced.
4.	COMMUNICATION IS KEY
	This is an unprecedented time, and businesses must remember that this pandemic is affecting employees in several different ways: financially, emotionally, physically and mentally.
	Many employees are struggling with feelings of anxiety, loneliness and stress. Employers can implement systems that provide support for their employees such as schedule regular check-ins with your staff or creating a buddy system, especially for those who have been assigned to remote work or who are parents. Encourage open communication between staff and management. Provide feedback forms so that any concerns can be addressed. Create more flexible work schedules. Consider providing access to Employee Assistance Programmes.
5.	CONSIDER HSE OUTSOURCING
	By outsourcing your HSE needs, companies such as Eve Anderson Recruitment can help provide a level of peace of mind to you and allows you to focus time and energy on maintaining and growing your business.
	There are a number of options available to you based on your company's needs; such as a retainer package or a full COVID-19 package—from risk assessments, inspections, implementing the steps for your staff, working with suppliers, develop seating charts/rosters and training. We work with businesses of all sizes and industries and operate with their budget in mind.

Eve Anderson Recruitment currently offers a free HSE consultation to businesses in Trinidad and Tobago.

To book a consultation, email us at recruitment@eaastaff.com or call +1 868 627 8233.

For further information visit our employer section at www.eveandersonrecruitment.com ■

Click here for Eve Anderson Recruitment's website

ERGONOMICS @ HOME

Practical tips to make your remote workspace
more efficient and comfortable

The past few months have seen varying work restrictions implemented due to the Covid 19 pandemic. As a result, many of us have found ourselves working from home on a more permanent basis. As 'working from home' becomes part of a new normal, one may recognise that there are some aspects of our home office spaces that could use some fine tuning. In a recent study, *The Home Office: Ergonomic Lessons From the 'New Normal',* of persons who have been working at home during COVID-19 restrictions, it was found that many persons require desks and chairs to set up simple home workspaces (Davis, 2020). Moreover, many home office spaces are set up with little or no ergonomic considerations that could in fact lead to new or add to already existing musculoskeletal injuries.

Modern office environments do try to mitigate injuries by standard ergonomic setups. However, many professionals still complain about points of pain, specifically the neck, shoulders, forearms, wrist and lower back areas which can result from utilising conventional office furniture. Unfortunately for many, working from home also lacks the key elements required for creating an ergonomic workspace. This article therefore serves to provide you with a few tips to modify your home workspace/office to alleviate any such discomforts and create a more efficient work setting.
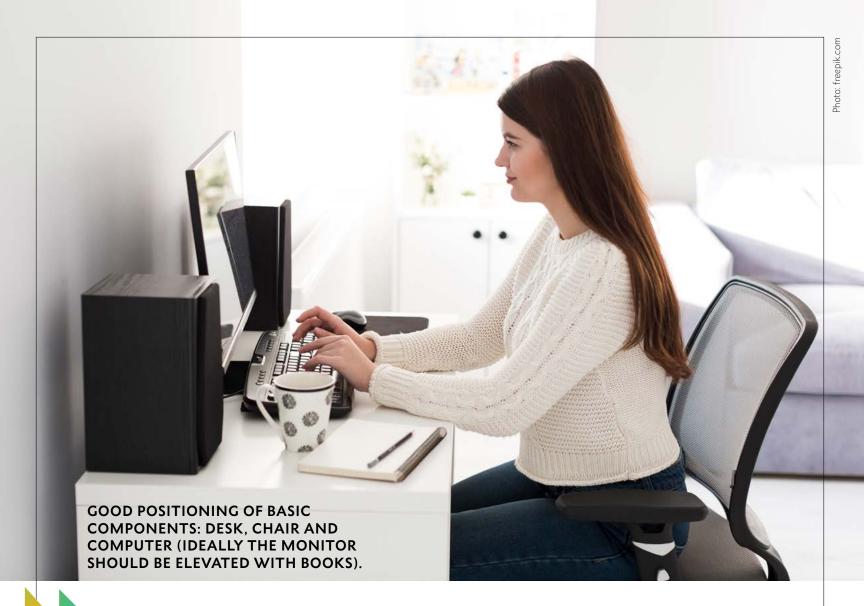
WHAT IS ERGONOMICS AND WHY IS IT IMPORTANT TO INTEGRATE IT INTO OUR LIVES

The general definition of ergonomics in relation to the office environment is the 'practice of setting up of the computer and the workspace to fit the user and the user's work needs in order to minimizise physical stress on the user'.

By Anna Maria Bhagan-Botha
Member of AMCHAM T&T's HSE Awards Committee

GOOD POSITIONING OF BASIC COMPONENTS: DESK, CHAIR AND COMPUTER (IDEALLY THE MONITOR SHOULD BE ELEVATED WITH BOOKS).

By integrating ergonomics into our daily activities, we can create a workspace that promotes good posture, less repetitive motions, easier heights and reaches, and less exertion. This in turn creates a more efficient work process.

The use of ergonomics helps prevent backaches, neck pains, carpal tunnel syndrome, eye strain and muscle pain.

We may think that the neck pain we experience at the end of the work day is due to tension and stress, but it can be caused by habits incorporated into our daily activities like staring at the computer, cradling the phone between our neck and shoulder and slouching in one's chair.

Home spaces may not be easily converted into an office workspace. Not everyone has the luxury of a designated and separate space to utilise as a home office. Many make do with dining room tables, a single couch and coffee table, folding picnic tables or even a lap tray. As a result of prolonged usage of these setups, some may begin to observe varying physical detriments as mentioned previously.

There are a few key adjustments that you can make within your home workspace to make it more ergonomic and more suitable to you. Take a moment to assess your workspace. The basic components of most workstations include a desk, chair, and a laptop/ computer.

TO START MODIFYING YOUR WORKSPACE, THE QUESTIONS YOU NEED TO ASK YOURSELF ARE AS FOLLOWS:

- Is the space permanent or temporary?
- Is your chair adjustable?
- How does your posture feel?
- Do your feet touch the ground, or are your knees pressed up under the table?
- How does your neck feel?
- Are there any painful points on your body such as your shoulders, wrists or elbows?

SETTING UP YOUR WORKSPACE

Many of us have been relegated to the dining room table as our new work office, a space we must share with our children and spouses, who are now also working/studying from home. The standard height of a dining room table and desk is approximately 30 inches, which does not accommodate the range of varying heights of the average family. By assigning each person a designated spot on the table, one can then begin to customise the space to that individual. Since the height of the table is fixed, customising the space must be done by adjusting perhaps the most important ergonomic component of the workspace: the chair.

ADJUSTING YOUR CHAIR

Using an office chair would be ideal, but at home we may not have that luxury. If using a non-adjustable chair, such as your dining room chair, the following adjustments can be made:

- Elevate the seat height by placing a pillow or additional seat cushion. Ensure the cushion is not wider than the actual seat of the chair. A too large pillow/cushion can overhang, leading to a false sense of the edge of the chair and one may fall.

- Your feet: If the increase in seat height causes your feet to be suspended, a footstool, a phone book or even a rolled-up exercise mat can be used as a footrest.

- Lower back support can be easily added by placing a small pillow and/or rolled up towel at the curve of your back. This will encourage you to lean back into your chair, thus maintaining full back support. Moving the chair closer to the desk or table will also allow you to maintain full back support.

- Arm and shoulder support: Armrests need to be adjusted to allow your shoulders to rest in a neutral position. The key to adjusting your armrest is to align them with your table/ desk surface so that your forearms are supported all the way from the armrest to the desk. Your elbows should be open to 90 degrees, any smaller and you may experience poor circulation and numbness in your forearms and hands. If the armrests are too low, a towel can be wrapped around the arms of your chair for added height and cushioning.

Bonus tip: If your chair is too tall, you can either change the chair OR elevate the table by placing bricks or blocks under the table legs. Just ensure these blocks are wide enough to provide a stable base for the legs.

ADJUSTING YOUR LAPTOP

Adjusting your laptop can be a challenge since the monitor and keyboard are integrated. Neither can be adjusted without affecting the other. It would be a good investment to either purchase a separate monitor or a separate keyboard. Either of these will assist you in preventing any muscle strain to your neck and shoulders.

The monitor of your laptop should be positioned directly in front of you, at least an arm's length away. If you use two monitors, they should be set up so that the primary monitor is directly in front of you however, if you use both equally, then you should position yourself directly between them.

The height of your laptop monitor should be adjusted to eye level. This can be easily done by placing books or stacks of copy paper under the monitor. Laptop risers are a good investment and are much easier to adjust to your height requirements.
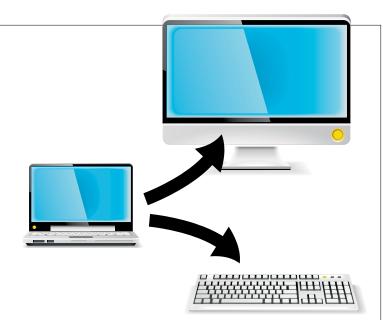
A temporary solution if you are unable to access a separate keyboard or monitor would be to raise the height of the screen/monitor to your eye level when doing tasks that involve a lot of reading, and lower it when typing a document or email.

ACCESSORIES

The final element to consider for your workspace would be your accessories, these being your mouse and any additional task lighting. When positioning your mouse, you should align it with your keyboard so that any arm movement happens at the level of your elbow instead of your shoulder.

With lighting, it is recommended that you have an independent source or task light that can be adjusted to your needs. This can be provided by a desktop lamp or a light source that can be clipped onto your monitor. The manoeuvrability of the lighting will combat the glare caused by both your screen and overhead room lighting.

Finally, always remember to take physical breaks. Use the time between meetings or set a timer to remind you to stop and stretch. There are many videos which teach simple stretches you can do at your desk.

"Invest in a separate monitor or a separate keyboard for your laptop. Either will assist you in preventing neck and shoulder pain."

It would be beneficial to have full ergonomic assessments done by a professional. This would create consistency across the office and the remote work/home office environment. Such assessments protect the employee from potential musculoskeletal injuries and would allow the employer to have documentation in place in case of any accident or illness which may occur. As we continue to work our way through this pandemic and continue to adapt to this 'new normal', we must recognise that the home workspace has become an extension of the office, and it is important to integrate ergonomics into all aspects of our new work environment. ∎

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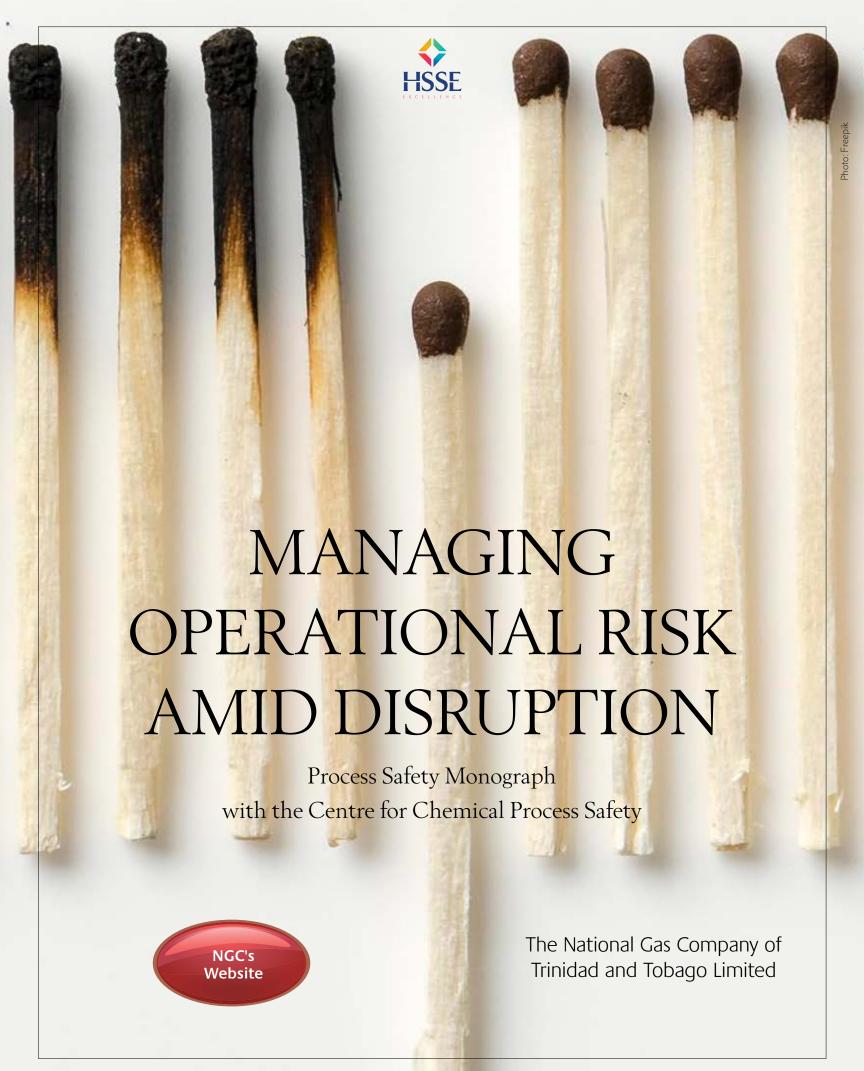
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MANAGING OPERATIONAL RISK AMID DISRUPTION

Process Safety Monograph
with the Centre for Chemical Process Safety

NGC's Website

The National Gas Company of
Trinidad and Tobago Limited

Across all economic sectors and species of industry, one major principle has connected businesses in the reign of COVID-19: regard for the health and safety of people. All manner of precautions are being taken to reduce employee and stakeholder exposure and the risk of contagion.

For essential workers on the front lines of the energy sector and industries handling hazardous materials, safety must be approached from two directions. On the one hand, the threat to health and life on account of COVID-19 must be addressed with proper protective gear and operational protocols. On the other hand, companies must ensure through management of organisational change that new manning configurations, procedural changes and unavailability of key resources during this period do not introduce further and more immediate risks to employees and process safety assurance. In this context, Risk-Based Process Safety (RBPS) management becomes especially critical.

In the usual course of operations, RBPS guidelines are used by energy and chemical companies to manage and mitigate risk of process safety incidents due to failures of technology, human errors, weaknesses in management systems, external circumstances or natural events. With COVID-19 disrupting routines, reducing manpower and forcing companies to manoeuvre in a restricted operating environment, risk management must now factor in a host of new conditions and constraints.

Recognising the importance of sustaining the energy sector and the need for process safety measures that respond specifically to the new COVID-impacted reality, NGC partnered with the Centre for Chemical Process Safety (CCPS) to produce response guidelines and insights that can help companies across the world manage new risks and continue operating safely.

As such in April 2020, NGC VP Operations, Ramesh Harrylal and Dr. Anil Gokhale - Director, CCPS Projects mobilised a team of CCPS and collaborating with international contributors to produce a monograph titled 'Risk-Based Process Safety During Disruptive Times', which was disseminated for use by industry professionals worldwide.

RBPS DURING DISRUPTIVE TIMES

The COVID-19 pandemic presents several challenges to operations and process safety managers. At its onset, global shutdowns and border closures interrupted supply chains, forced persons indoors and limited the availability of key subject matter experts and resources. Frontline workers who were required to physically report for duty were—and still are—grappling with novel anxieties, pressures and adjustment to new ways of working. As the pandemic rages on, these challenges are becoming more pronounced.

In this context, existing risks have to be re-evaluated, and new emerging risks assessed and managed with capital and human resource limitations in mind. Companies may now have less access to money for PSM; tools and materials to execute preventative maintenance work may be unavailable; personnel may be forced to isolate at home, reducing employee numbers thereby increasing the burden of work on a few; heightened stress levels may increase the likelihood of human error.

At the time of its writing, the new CCPS monograph considered all these factors and proposed specific actions that can help companies mitigate the associated risks during this and similar crises. It is built around the pillars and elements of CCPS's original RBPS guidelines and includes insights from the experiences of a number of contributing companies, including NGC.

APPLYING RBPS TODAY

At NGC and the wider NGC Group of Companies, these guidelines have been used to ensure business continuity and operational safety since the start of the pandemic earlier in the year. For example:

- Work from home measures were enforced with employee safety at the forefront;
- Core staff were rostered and continue to work on a shift basis to reduce field exposure and risk of burnout;

NGC partnered with the Centre for Chemical Process Safety (CCPS) to produce response guidelines and insights that can help companies across the world manage new risks and continue operating safely.

- Work programmes have been prioritised so that critical maintenance work continues while non- critical work has been deferred;
- COVID-specific personal protective equipment was procured and deployed to field crews;
- Risks assessments are routinely conducted on deferred activities with identified response actions to manage the changing risks;
- Real-time co-ordination with upstream, midstream and downstream companies, the Trinidad and Tobago Emergency Mutual Aid Scheme and the Point Lisas Energy Association CEOs were established;
- Communication around risks and new developments is constant and comprehensive, both internally and between NGC and other stakeholders in the sector, so that collective informed decisions can be made;
- Internal communications around safety measures during the pandemic were ramped up, and several outreach initiatives to help employees cope with new work stressors were implemented.

COLLABORATING FOR GLOBAL PROCESS SAFETY ASSURANCE

To the credit of the task force behind its publication, the CCPS monograph is now a foundational resource for times of crisis. The monograph is now published in four languages (English, Chinese, Spanish and Portuguese) as part of the international outreach to share these guidelines and insights.

Commenting on the genesis and importance of this project, Mr. Harrylal noted: "Process safety assurance is critical for all companies involved in managing highly hazardous facilities. It was recognised early by NGC that COVID-19 could have an impact on process safety and all energy sector stakeholders during this global pandemic, as changes must be made to resourcing strategies and operations. NGC therefore saw an opportunity for knowledge-sharing and collaboration in this critical area. We are happy to have been able to contribute in a meaningful way and help companies around the world operate safely in times of challenge."

For NGC, the seminal role of Mr. Harrylal in the production of this document, and the support received from his leadership team colleagues responsible for HSSE and Projects, Himalaya Boodoosingh and Winston Mohammed and from Treasury and Risk - Ricardo Lewis, reflect the capacity of the Company to shape thought and practice at the level of international industry.

It is indicative of the initiative, collaborative spirit and expertise resident in the Company. Importantly, it is also an achievement that moves the Company further along on its journey to become a global leader in energy.

The CCPS monograph is now a foundational resource for times of crisis, published in four languages (English, Chinese, Spanish and Portuguese) as part of the international outreach to share these guidelines and insights.

SUMMARY OF RBPS INSIGHTS FOR DISRUPTIVE TIMES

(https://www.aiche.org/sites/default/files/html/544906/RBPS-during-COVID-19-and-Similar-Disruptive- times.html)

Pillar	Element	Synopsis of Recommened Actions
Commit to Process Safety	Process Safety Culture	• Lead the crisis response • Communicate often • Compensate for impacts on human performance • Build trust • Maintain a sense of vulnerability amid the crisis
	Compliance with Standards	• Manage deferrals • Continue to follow standards
	Process Safety Competency	• Optimise on-line training • Consider on-the-job learning opportunities • Identify key resources
	Workforce Involvement	• Engage creatively • Minimise paper documentation
	Stakeholder Outreach	• Communicate • Recognise support functions
Understand Hazards and Risk	Process Knowledge Management	• Make information accessible
	Hazard Identification and Risk Analysis (HIRA)	• Be flexible with HIRA • Maintain control of risk decisions • Evaluate effect of reduced staffing • Manage increased cyber-security risks
Manage Risk	Operating procedures	• Maintain procedures
	Safe work practices	• Actively manage maintenance work • Address new safety concerns • Ensure smart devices are safe to use
	Asset integrity and reliability	• Use risk-based assessment • Continue inspection, testing and preventative maintenance
	Contractor management	• Collaborate with contractors and integrate response plans
	Training and performance assurance	• Continue basic safety training
	Management of Change	• Continue to manage change • Recognise organisational change is key • Anticipate organisational change
	Operational readiness	• Make sure you are ready to operate
	Conduct of operations	• Maintain a sense of vulnerability • Manage fatigue • Focus on specific operational communications
	Emergency management	• Enact crisis management plans • Maintain emergency response capability
Learn from Experience	Incident investigation	• Continue learning from incidents • Conduct learning reviews
	Measurement and metrics	• Consider metrics specific to the crisis
	Auditing	• Review audit schedule • Consider remote audit capabilities
	Management review and continuous improvement	• Engage management

■

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45TH ANNIVERSARY

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destiny

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ngc   National Energy

MEMBERS OF THE NGC GROUP OF COMPANIES

NEW SECURITY RISKS DUE TO COVID-19

Which New Security Risks Will Your Company Have to Navigate?

By Rachelle Loyear
VP, Integrated Security Solutions
G4S Americas Innovation and Product Management

Click here to go to g4s's website

Since early 2020, the world has changed significantly. Many of us are operating in uncharted business and social territory. No matter what area of life or business, adjustments have been made to accommodate risks associated with COVID-19.

Now that many areas of the world are seeing something of a return to normalcy (or slightly less abnormal), we are all experiencing a need to evaluate those adjustments, see which ones are most likely to be permanent, and determine how we will face the changing risk environment we will be operating in for the near future, and potentially for a long time.

In this article, we will focus on the new security risks your company will need to navigate.

THE RISKS OF OVERLOADING THE SECURITY TEAM

Security organisations in every industry have been closely involved, or even fully responsible for, the business responses to COVID-19 since early 2020. This new responsibility brings new risks. One risk is the addition of tasks associated with infectious disease control, when security teams were already stretched thin prior to the pandemic. Many businesses are facing severe financial impacts, so they are contracting their overhead expenses (including security) while asking teams to manage an area that is new to most security leaders.

Security experts are not infectious disease experts, and while they are learning quickly through industry and government aids and resources, COVID-19 has added the responsibility of an unfamiliar risk. This, combined with fewer team members to carry out tasks, may increase security risk overall as overworked teams try to cover all requirements. Additionally, security personnel need to stay safe while enforcing new security regimes, and what has often been more of a face-to-face profession must adjust to the physical distancing required for safety.

There are good ways to mitigate and minimise these resource-based risks. One way is to clearly define and manage expectations for business leaders of what the security team can reasonably and properly accomplish. A second way is to partner with health & safety teams to share responsibility for ensuring the safety of personnel while adhering to security requirements. And a third way is to revisit and reprioritise security risk profiles and tolerance with the business to make sure that the security team understands exactly what business leadership considers the top priority for directing limited resources and budgets.

THE RISKS OF EXPANDING THE BORDERS OF "THE WORKPLACE"

As facilities were closed during COVID-19 to protect workers, and essential facilities implemented more elaborate check-in procedures, work from home and access restrictions changed the pattern of where and when people work. As a result, as activity returns, security has expanded perimeters, changed typical business hours, and remotely distributed assets to protect. This leads to a higher risk of asset loss as the organisation has less control over company property and data kept by remote workers at home. The expansion of normal business shifts to accommodate lowered maximum capacities. This could lead to an easier path for intrusion or insider threats due to different traffic patterns, constant traffic flow, and expanded perimeters with external checkpoints to monitor. These risks can be lessened by engaging every employee in a security culture of awareness and of reporting unusual activities.

At the same time, clear tracking and identification of who is allowed on site and who isn't should be made clear, along with setting expectations about entry control, screening, and the ability to turn away personnel who, in normal times, used to have full access to facilities. For those not coming to the office, implementation of an asset tracking system for all at-home devices, and a bring your own device (BYOD) policy for securing data and communications, can assist in securing those assets that now operate outside of the security perimeter.

THE RISKS OF COMPLIANCE AND LIABILITY WITH FAST-CHANGING REGULATIONS
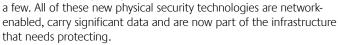
As with any novel virus, the knowledge gained by scientists and doctors is evolving rapidly. Compliance requirements for local and national laws and health authorities are continually being updated. The risk of non-compliance ranges from potential fines from health and safety or code enforcement to liability lawsuits brought by people who interacted in your facility and were exposed to COVID-19 due to a failure to meet the most recent requirements.

Managing the risk of ever-changing environments requires a clear system to document, track and revisit relevant regulations. This is key to ensuring up to date compliance. The security team can engage any available legal and compliance internal partners to help with compliance tracking and potentially with documenting compliance and maintaining records of adherence to established or new access requirements.

The risks with which the security team was dealing prior to COVID-19 have not gone away.

THE RISKS OF NEW TECHNOLOGY SOLUTIONS

In the face of a rapidly evolving crisis, many organisations implemented new technologies as part of their security check-in processes, such as temperature screening technologies, flow control technologies, camera-based recognition programmes to determine whether people are wearing PPE, just to name a few. All of these new physical security technologies are network-enabled, carry significant data and are now part of the infrastructure that needs protecting.

Due to deployment speed, there is some potential that full security checks were not completed. It is now incumbent upon the security structure to verify that these third-party technologies were properly and securely deployed on the network, lest they open the organisation to an increased risk of a cyber breach. The mitigation path is not a difficult one, but it is important to bring security experts into the conversation and have them verify each new technology and install project, preferably before it goes on the network. If things were implemented quickly, a regression test now can save a lot of trouble later.

ALL THE NEW RISKS DO NOT NEGATE THE OLD ONES

Although this article has focused on new risks that have impacted the security team thanks to COVID-19, one critical aspect to consider is that all of the risks with which the security team was previously dealing have not gone away. Sometimes new risks take the spotlight and divert attention away from ongoing risks, leaving those risk management activities unmonitored. It is critical that this must not happen simply due to a new and unforeseen crisis event.

Organisational resilience and continuity programmes can help keep track of the security team's responsibility and therefore can help manage the organisation's risk holistically. Organisational resilience and the nimble response it brings are key holistic enterprise security risk management tactics to ensure an effective response to both new and previously recognised security events. ■

DRONES
THE FUTURE OF SAFETY & SECURITY

By Anthony Vieira (Capt. Ret'd)
FAA Part 107 Drone Pilot # 4258953
Rectrix Drone Services Limited

Drones can play a vital role in improving operational readiness and ought to be seriously considered by our government to help curb the spread of COVID-19.

Had anyone told you 12 months ago that a disease would bring the world to its knees and would cause disruption and mayhem the likes of which we still do not know—what would your reaction have been?

Talk about unprecedented times and unprecedented challenges brought on by COVID-19 and the need to implement COVID-19 protocols in the "New Normal", including wearing masks, social distancing and sanitising, to name a few.

Necessity is the mother of invention and I will attempt to explore the "New Normal" in the Drone Industry, as we look to innovative technology to help suppress and mitigate this devastating pandemic that has spared no one, not even the leaders of both the UK and USA.

Drones (aka UAVs, UAS, RPAS, SUAS) can play a vital role in improving operational readiness and ought to be seriously considered by our government to help curb the spread of COVID-19.

AIRBORNE WARNING SYSTEM
Interestingly, the pandemic is alleged to have originated in Wuhan in Chinam and it was China that first started using drones to help curb the spread there in many ways. Drones fitted with public address systems were dispatched all over the country with pre-recorded messages warning persons of the need to stay indoors, wear masks when going outside and the need for social distancing. These drones are operated by the police and have cameras, so when they see groups gathering in public places, warnings are given and thereafter relay "live feed" to patrol vehicles to respond to the location. This has proven to be quite effective and has been adopted by other countries, including the US and Spain.

SANITISATION
One of the most important COVID-19 protocols mandated by the World Health Organization (WHO) is sanitising all surfaces that people's hands touch. You may be familiar with the agriculture industry using drones to fly above crops to fertilise fields or spray pesticides; it is the same concept: a combination of new technology with traditional cleaning methods.

Sanitising with a drone can be done quickly and more efficiently than traditional methods. The drones can carry up to 10 litres of EPA-approved disinfectant that can kill germs like the coronavirus.

Pilots hover the machines about 10 feet above the target area and then spray the solution in places like stadiums, cinemas, shopping malls, factories, train stations, hospitals and waste treatment plants. Once again, China was

Minimal equipment for maximum tech:
Police drone operation in the Savannah

the first to adopt this technology covering up to 600,000 sq kms in a day, a task that would have taken the equivalent of 100 workers to achieve.

TEMPERATURE CHECKS

During the peak of the epidemic in China, authorities were carrying out large-scale remote temperature measurements in most apartment complexes using drones. Since people were worried about catching the infection, to avoid the face to face contact, Chinese authorities used drones equipped with infrared cameras and PA systems to measure the temperature of people who were locked down in their homes. The drones would hover in front the apartment window and beckon the occupants to approach so that the thermal camera could take a contactless temperature reading.

MEDICINE AND GROCERY DELIVERIES

Doctors and hospitals need medical supplies and laboratory testing more than ever, and drones are the safest and fastest ways to deliver medical supplies and transport samples from hospitals to laboratories. In Wuhan, the epicenter of the pandemic, drones are indeed used to deliver medical supplies to hospitals. This technology not only speeds up delivery of essential medical supplies and samples but also reduces the risk of exposure to medical staff, making a major difference in efforts to combat the disease.

Apart from medical supplies, drones are also being used for delivering groceries in some parts of China, the US, and Australia. In the US, Alphabet Inc.'s Wing has seen an increase in the number of drone deliveries in Christiansburg, Virginia after the coronavirus outbreak. These become particularly useful in red zones where outside physical contact should be minimum.

NATIONAL SECURITY

So, let me now digress from Health & Safety to Security, and how drones can support our national security apparatus in reducing the spread of COVID-19.

Trinidad's coastlines are porous, especially the North Coast and the South West Coast. Drones can play a vital role in the early detection, surveillance and interception of fast-moving boats by their ability to operate undetected at night and remain airborne for extended periods (5-10 hours) while relaying a live stream from powerful optical and thermal cameras.

With cruise speeds of up to 80 mph and ceiling of 15,000 ft, drones can operate undetected in our skies while being monitored by Air Traffic Control (ATC) to manage their integration into our national airspace, thereby ensuring required separation of manned and unmanned aircraft.

With the reduction in the flow of illegal entry of boats into our waters, the TTPS can implement smaller drones for site-specific surveillance of persons congregating in large groups or not wearing masks, in contravention of the MOH's COVID-19 Guidelines and Regulations.

The feed from the drone can be streamed to any number of locations for closer monitoring and appropriate response.

FACIAL RECOGNITION

Drone facial recognition software was tested by RDSL earlier this year and it worked remarkably well.

With live stream capability, the TTPS could monitor activity and identify for example bars that are not enforcing COVID-19 Guidelines and Regulations, and make more specific interventions rather than penalise every institution with a liquor license, the latter with the potential to inflict economic hardship for those who are complying.

OBSTACLES TO DRONE USAGE

So, I guess you are wondering why the use of drones has not been implemented for the various applications cited above…

Let us start with **cost**. Enterprise drones, unlike hobby drones, are more expensive and are subject to 20% import duty. Drones such as the one I described for border control will run between US$500,000 and US$1 million, and that does not include parts inventory, training for pilots, engineers, and support staff.

Insurance for drones is a challenge and only one or two companies in Trinidad and Tobago offer coverage for UAVs. Your premium varies, depending on the particular use of the drone, the experience of the pilots, whether they are licensed and whether there has been any accident history.

Another challenge which I consider to be a major one is getting **statutory approvals** from the Regulatory Authority. I have had several companies express that they would use drones more if only the "red tape" were removed.

Drones can play a very vital role during COVID-19 and Post COVID-19 and I urge government to take a serious look at the applications and potential cost-saving benefits. ◼

Rectrix Drone Services Limited (RDSL) is a Full-Service Drone Company with operating approvals from both the Trinidad and Tobago and the Guyana Civil Aviation Authorities having met all the stringent requirements as laid out in the respective countries Civil Aviation legislation.

Go to Rectrix's Website

Always on top of things: Rectrix Drone Pilots.

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Powering innovation and sustainability across our business

Proman has a thirty-year history of investing and innovating in Trinidad and Tobago, powered by a world-class local team that has grown with our global business.

Since the onset of the COVID-19 pandemic we have drawn on our collective strengths to protect the safety and security of our people. Our global teams rapidly came together to develop new safe working practices in the face of unprecedented new challenges.

Investing in safety enables the future of our whole industry. That's why we are proud to have worked closely with our industry partners and peers in recent months, sharing knowledge to ensure the continued contribution of our skills and services to our national economy.

To learn more about the Proman family of companies and our global commitment to safety, visit www.proman.org

CYBER SECURITY: A NEW REALITY

We already know of the severe economic effect the pandemic has caused globally. This disruption to business operations and financial dismantle are issues on which organisations have been focused to maintain business continuity. As we get further along in navigating the challenges of COVID-19, the way forward has become a bit clearer and management is now able to step back and take a broad look at how best we can prepare for the future. Solid cyber security strategy is at the forefront of future-proof solutions for post-COVID resilience.

Cyber security technology and solution providers such as TSL have prioritised the immediate needs of the business community such as remote work and business continuity, and both go hand-in-hand. In the face of the current pandemic, remote work requires secure remote access to corporate data, files and tools, and business continuity requires an effective business model that allows for rapid transition to secure digital operations.

THE TRANSITION TO REMOTE WORK

COVID-19 has affected TSL's work culture in many ways, but the most significant would be the transition to remote work. Overnight, we had over 70% of our employees working from a remote location accessing our corporate resources via their private home networks. This meant immediate added security challenges for our IT team and we needed to quickly ensure that our security measures had everyone covered, no matter where they were. In the last few months there have been several reports of remote teams coming under attack as hackers are aware of the gaps created by remote teams and the new volume of workers remotely accessing the network.

This acceleration to digital transformation brought on by the pandemic has also directed organisations towards cloud-based solutions. Why? The use of cloud resources provides agility and allows for ease of scalability that will help organisations navigate this crisis as seamlessly as possible. This scalability and ease of management can mean a reduction in IT staff count, or a redirection in effort/roles from managing virtual machines and on-prem applications to development (DevOps). However, there are major security implications associated with integrating cloud resources into business operations. Cloud infrastructure is constantly evolving, and native cloud security solutions are often outpaced by threats and risk.

RISKS OF CLOUD APPLICATIONS

The more data and applications we move to the cloud, the more gateways we create for threat actors to take advantage of. Most cloud providers boast of their security measures. Time has, however, proven that the native security provided by the cloud is insufficient, particularly in email. It has become necessary to adopt additional layers of security. Organisations require a CASB (Cloud Access Security Broker) between their cloud infrastructure and on-prem or "home infrastructure" to protect their employees from these looming threats.

By Gareth Ballah

V.P. ICT Services, The TSL Group

With contributions by Stuart Franco, CEO & Michael Khan, V.P. Sales

The benefits derived from using this CASB are numerous but include:

• Prevention of malware and zero-day threats from attacking SaaS users

• Stops sophisticated phishing attacks on Office365 and Gmail accounts

• Elimination of the top SaaS threat by blocking account hijacks

• Provides instant visibility into unauthorised SaaS activity

• Protects shared files and sensitive business data

These brokers are easy to implement and once installed and configured they can be as simple as "set it and forget it". It is up to the software/service provider to ensure their products are constantly updated. Therefore, when selecting a solution provider, businesses must ensure there is sufficient emphasis on research and development, which is an area TSL's partner, Check Point Software Technologies allocates significant resources and budgets to.

COLLABORATION TOOLS

With many of our employees now working from home, like the rest of the world, we immediately got familiar with collaboration tools like Teams, Slack and Zoom. Many companies have become painfully aware that firewalls and other traditional security solutions on which they had relied in the past simply could not keep up with the acceleration of risks brought on by the adoption of these tools. It is no secret as the vulnerability of these collaboration tools has made recent headlines. This sudden spike in collaboration tool usage is exactly what hackers have been waiting for. With thousands of messages containing private company information going back-and-forth all day, IT teams need to have a way to identify risks quickly.

As employees take their corporate IT assets home, they are no longer protected by the company's Next generation Firewalls. Do you have a firewall installed to protect your home network? Do you think your employees do? The reality is that most people don't, which further increases possibility of a security breach and added pressure to IT teams. There has been a shift over the past few years from traditional Anti-Virus to what is now termed EDR (Endpoint Detection and Response). EDR now contains most of the features of a Next Gen Firewall on the Endpoints, including Anti Ransomware and DLP (Data Loss Prevention).

As part of this increased security posture, it is necessary to confirm the identity of those connecting to our corporate networks using strategies such as Multi-Factor Authentication (MFA). Most of our local banks now use MFA to secure users of their online/mobile banking platforms using applications provided from another TSL partner, Entrust. Typically, any authentication process that goes any further than a request for a password was considered a bother but the use of Multi-Factor Authentication has become more prevalent over the past few years as organisations recognise breaches getting more sophisticated by the day. The enemy of security is convenience, and what was formerly seen as an inconvenience has become a necessity. So much so that we have found that our business partners are requesting that we use MFA for our VPN/Remote connections to our network to ensure their corporate data is not leaked.

A NEW CYBER SECURITY CULTURE

A key factor in an organisation's cyber strategy that is often forgotten is the cultivating of a robust cyber security culture of awareness. Cyber security culture is a sub-component of company culture and should be encouraged by managers, not just in IT roles, but in every department. Constantly educating employees on the implications of simple, seemingly "mindless" actions and informing them of potential threats and attacks plays a major role in a successful strategy. It has become increasingly obvious that a company's cyber security strategy is not just technical but also requires organisational and interpersonal measures for a high success rate.

The truth is that no cyber security company or provider is immune to threat, so it is crucial as a customer seeking these services to talk risk management and mitigation with any potential provider. How quick are they able to respond when they are alerted? What are their first steps taken strategically and tactically when they are alerted? A provider's track record of quick resolution is a key indicator of their competence to protect your business and should be one of the first things an organisation considers when in the market for a cyber security provider.

As organisations worldwide ramp up their digital capabilities and network infrastructure to be able to support this increased dependency on digital operations, cyber security remains at the core of ensuring collective resilience during these times.

TSL, together with technology we provide through our partners such as Check Point and Entrust, is committed to delivering the most secure solutions and connectivity to our clients and their remote operations to ensure seamless business connectivity during these challenging times and as we transition into a post-pandemic world. ∎

Do you have a firewall installed to protect your home network? Do you think your employees do?

Click here to go to TSL's website

COVID-19 REVEALED
FRAGILE SYSTEMS

Summary of AMCHAM T&T Webinar
"Building Resilience – Bouncing Back from the Crisis"

One of the things companies have learnt from the COVID-19 crisis is that the systems they have in place are extremely fragile.

This is the contention of Human Performance Expert and bestselling author, Dr. Todd Conklin, a Senior Advisor for Organisational and Safety Culture at the Los Alamos National Laboratory – one of the world's foremost research and development laboratories.

Speaking at AMCHAM T&T's webinar titled: "Building Resilience – Bouncing Back from the Crisis", Conklin said: "This is what this crisis has taught us, first and foremost, our systems are brittle, they are more brittle than we thought they were."

THE FRAGILE, NON-ROBUST SYSTEM

According to Conklin, systems within organisations fall into three categories. The first (and scariest) category is a fragile, non-robust system. When something happens, this system buzzes and then breaks. Those fragile systems, if they matter, require organisations to build resilience. Fortunately, they are relatively rare.

THE STABLE, NON-ROBUST SYSTEM

The second and more common system, is a stable, non-robust system. This is a system that, when something happens, still "buzzes" but then it fails. Those systems—which are hard to spot when things are going smoothly— will benefit from this crisis, because COVID-19 allowed organisations to identify and rectify them. One of the changes that is taking place during the crisis on the management scorecard is where organisations "fear the green and embrace the red." According to Conklin, the red signal on a management dashboard indicates that the system is non-robust, fragile and about to break. A green signal, on the other hand tells management — nothing. Green should be feared because it could be pointing to a stable, non-robust system.

THE RESILIENT, ROBUST SYSTEM

Lastly, the final system that Conklin described is a resilient, robust system, which he likened to a river dam, saying, "The dam must be robust because that's what holds back the water. But when volatility happens and the dam fails, if the water spills over the top or through a crack, then the dam must have recoverability—that is,

By Dr. Todd Conklin

Senior Advisor for Organisational and Safety Culture at the Los Alamos National Laboratory

Abraham Maslow's hierarchy of needs

Self-actualization
desire to become the most that one can be

Esteem
respect, self-esteem, status, recognition, strength, freedom

Love and belonging
friendship, intimacy, family, sense of connection

Safety needs
personal security, employment, resources, health, property

Physiological needs
air, water, food, shelter, sleep, clothing, reproduction

resilience must be built into the process of holding back the water, a place for the water to go, a spillway or secondary containment area." The resilient, robust system is strong enough to absorb impact and knows how to respond when the initial system fails.

COVID REVEALED FRAGILITY IN WORK SYSTEMS

This notion of the three systems is also vital to understanding how work is done by people in an organisation.

If resilience is missing, a system fails because a person makes bad choices. However, Conklin reminded webinar participants that there's a difference between 'making bad choices' and 'having bad choices'. What choices did the worker have? Did the organisation give the worker the right environment in which the choices available led her/him to a good one? Did s/he have a robust and resilient environment in which to function?

This also dovetails into the function of safety in an organisation, which Conklin said needs to be redefined. He said: "We know safety is not the absence of failure, of uncertainty, or of accidents, but the presence of capacity and resilience."

Referring to Abraham Maslow's hierarchy of needs, workers will adapt to a crisis by first securing their personal safety before addressing the needs of the company. Once that surety of life is met, then workers will think about the surety of the company.

SO DISCOVERING THAT YOUR SYSTEM IS BRITTLE IS A GOOD THING?

Conklin argued that when organisations learn that their systems are brittle, they can either view it retrospectively as a bad thing, or perceive it as an opportunity to "bounce forward stronger." While systems seem to make work processes perfect and straighforward, reality is that the world is imperfect and filled with variability—something that was brought home painfully by COVID-19. The sooner organisations recognise this gap between perfection and randomness, the quicker they learn to beome more resilient. ∎
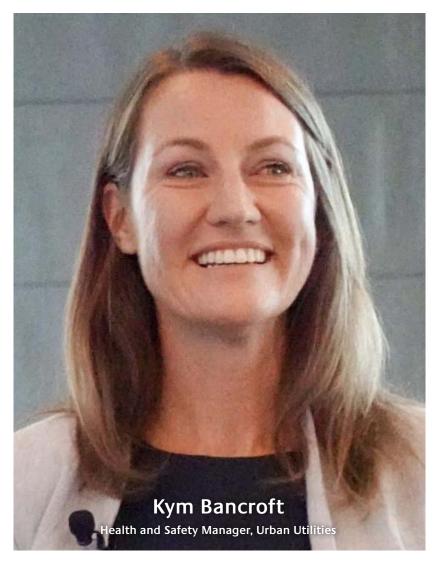
Referring to Abraham Maslow's hierarchy of needs, workers will adapt to a crisis by first securing their personal safety before addressing the needs of the company.

The AMCHAM T&T webinar was summarised by Kyron Regis. Kyron is a senior business journalist at Guardian Media Ltd. He specializes in the areas of technology, finance and economics.

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Kym Bancroft
Health and Safety Manager, Urban Utilities

EXPLORING THE HOP PRINCIPLES

by AMCHAM T&T Staff Writer

THE HOP PRINCIPLES:
1. Mistakes are normal
2. Blame fixes nothing
3. Context drives behaviour
4. Learning is key
5. Response matters

Kym Bancroft is Health and Safety Manager at Urban Utilities (UU) HQ, the company responsible for the delivery of water and wastewater services across five local government areas in South East Queensland, Australia. She delivered a masterful presentation on the ideas behind the Human and Organisational Performance concept—more popularly known in HSE circles as the HOP Principles—at one of our pre-HSSE Conference webinars earlier this year.

HOP (also called "New View" or "Safety Differently"—see article by Sydney Dekker in this edition of LINKAGE) has as its basis the understanding of how and why people make mistakes and break HSSE rules, and what can be done from both perspectives: that of the organisation and that of the individual. It's the new age thinking that is reshaping the safety cultural landscape in many organisations today and helping to produce considerable success for companies. People are inevitably going to commit errors and break the rules, even as companies try to prevent accidents and incidents from occurring. Usually, when this happens the immediate response is to the

"fix the worker" as opposed to "fixing the system" where the error occurred. But how do we fix the system? Does it mean inventing more rules and regulations that force compliance, or throwing everything out the window and reinventing the entire wheel? This is where HOP offers some hope.

At the AMCHAM T&T webinar, "Human & Organizational Performance (HOP) in Practice," Bancroft reminded us that "errors are normal and blame fixes nothing because it takes up a significant amount of emotional and intellectual space with little added value to us." The HOP principles assist companies to understand how the context or systems are driving the behaviour of employees. "Management should look at why did a person choose a particular action in the context in which they were working. How can we spend time with the worker to really find out their local rationality and what's driving their behaviour?"

We recently caught up with Bancroft again to ask her a few additional questions on her HOP journey. Here's what she had to say:

WHAT WAS THE GREATEST CHALLENGE YOU HAD IN IMPLEMENTING THE HOP PRINCIPLES?

Once I had built our bespoke HOP leaders 4-day training programme, and taking our CEO, executive, managers and front-line leaders through it, I hadn't anticipated the positive reaction I would get. Everyone wanted to get started in doing learning teams, conduct insights into 'work as done', shifting to more insightful metrics etc. However, I had the challenge of having to build the back-end system to enable these tools. For example, I needed to create the forms in our system to capture the work insights, create the capacity to analyse the work insights and work out how to report on the findings and actions. This was a challenge as it takes time to develop these systems. In retrospect, I should have created the back-end systems while building the HOP programme, so it was all ready to launch at the same time.

HOW SHOULD WE TRAIN OUR HSSE STAFF TO NOT AUTOMATICALLY JUMP INTO "DOGMATIC THINKING" ACTIONS AND TO THINK IN HOP TERMS AND ACTIONS, I.E. LEARN AND GROW?

At the beginning of our HOP training I took the leaders through a process of uncovering their core assumptions around safety. Do they believe zero is possible, or completely impossible and just rhetoric? Is zero a statistical goal or an ethical goal? What are their core assumptions about people? Do they believe that people come to work to do their best, or do they believe that if it weren't for the people making mistakes, the system would be perfect? Having an understanding of our personal assumptions and beliefs about people and safety can then help to shift our thinking, reframe it to beliefs more aligned to HOP principles such as learning. On the back of this process, I introduced the idea of evidence-based safety and provided examples of how in the safety industry, we introduce tools and methodologies without first exploring the efficacy of the initiative. At Urban Utilities, whenever we are considering a new initiative, we strive to take the time to first seek the evidence underpinning the idea. If the evidence doesn't exist, we might then run a micro-experiment to test the efficacy ourselves to ensure it will add operational value. The other model which we have applied to challenge our thinking is the 'safety of work' theory by Dr. Drew Rae and Dr. David Provan. This model is a great quick check to ensure we aren't overly investing in dogmatic activities that don't contribute to operational safety.

"Learning teams centre around learning and improvement, rather than blame and punishment."

WHAT ARE THE KPIs REPORTED FOR THE "WORK AS IMAGINED" VS "WORK AS DONE"?

The Critical Control Work Insight and Work Insight process is our methodology for exploring and closing the gap between work as imagined and work as done. We have explored the idea of setting KPIs for the Critical Control Work Insight process, however, we are also cognisant that KPIs are easily to manipulate, hence we are aiming for quality of quantity. To manage this, we have set a KPI of one Critical Control Work Insight/Work Insight per month for each leader. This is a really easy target and ensures we are getting genuine insights that are rich in data.

CAN YOU CONDUCT A LEARNING TEAM FOR AN INCIDENT WITH A DELIBERATE BREACH OF A GOLDEN SAFETY RULE?

Absolutely! Learning teams are such a valuable process for these types of events. Often our people walk out of learning teams saying, "that was the best investigation I have ever been involved in!" This is because learning teams centre around learning and improvement, rather than blame and punishment. It makes for an ideal methodology to apply for Golden Rule breaches, so an organisation can uncover the systemic conditions that contributed to the breach.

HOW DO YOU CONTINUE TO BREAK THAT BARRIER OF BEING A FEMALE LEADER IN SAFETY?

By ensuring I have credibility, skin in the game, and always say yes to opportunities. If female leaders in safety turn down opportunities out of fear of not being good enough or qualified enough, then we may be replaced with a willing male, and that is perhaps one of the reasons why conference panels at safety conferences are often mostly male. I credit Professor Sidney Dekker for his encouragement in this space.

HOW HAS YOUR SAFETY CULTURE IMPROVEMENT INCREASED YOUR BUSINESS PERFORMANCE?

While it is hard to put tangible measures on this, the indirect benefit on business performance has been significant. An overall uplift in trust, openness and transparency means greater improvements in how we conduct our business. This has been evident in our employee engagement scores and productivity efficiencies in operations. ∎

Go to Urban Utilities' website

HSSE
EXCELLENCE

STRESSED EMPLOYEES?

Reimagine your Culture of Wellness and Resilience

By Dr Safeeya Mohammed

CEO, SISU Global Wellness

"Most of the world's 3.4 billion workers are unwell." As stated in the 2016 Global Wellness Institute research report on The Future of Wellness at Work. Today, 2020, during the unprecedented pandemic of COVID-19, where our world is changing at an incomparable pace, there is a rising epidemic of an unwell, stressed workforce where economic insecurity plagues our population. It is further reported that 76% of the working world is struggling with their wellbeing and fulfillment.

THE ECONOMIC COST OF STRESS

In the United States, where the most extensive data are available, the costs of chronic disease, work-related injuries, stress, burnout, and employee disengagement is estimated to be more than US$2.2 trillion each year or 12% of GDP. The World Economic Forum and Harvard School of Public Health estimate that major chronic diseases and mental illness will result in a projected cumulative US$47 trillion in lost economic output globally from 2011–2030.

Harvard Health defines Stress as "a natural process by which we respond to certain stimuli, events, or stressors, that we perceive as negative, challenging, or threatening".

Is stress a perception? It is well documented that different people perceive different stimuli to be more or less stressful. Many times, stress can be a time-consuming and counter-productive reaction to an inert stimulus. However, once we can deliberately choose a response versus a reaction to this stimulus and we can intentionally train our minds to cope better with stress.

Stress can be helpful, but stress can also bring a person to full-blown panic attacks and at worst, depression and suicide. In this article, I explore the GOOD, the BAD and the UGLY of stress and outline ways to prevent stress from eroding your optimised mental health.

THE GOOD: EUSTRESS

Eustress: moderate or normal psychological stress interpreted as being beneficial for the experiencer. Stress means you care about something. Being stressed out is the body's attempt to tell us this thing is important. A study published in the Journal of Positive Psychology

Unwellness at work is incredibly costly!

$1,100b
Costs of chronic disease

$250b
Costs of work-related injuries & illnesses

$300b
Costs of work-related stress

$550b
Costs of disengagement at work

$2.2 trillion annual loss in the United States (12% of GDP)

Source: Milken Institute, UC-Davis, EU-OSHA, Gallup

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shows that higher levels of stress correlate to more meaning in the participants' lives. Kelly McGonigal, a health psychologist at Stanford University, maintains that stress has numerous upsides, if it is viewed in the right light. "Those who believe stress is negative have worse outcomes than those who recognise that stress is a natural response that people can use to their benefit."

STRESS CAN BE GOOD, WITH THE RIGHT MINDSET.

Going back to the definition of stress, it is a natural, physiological response. While stress can be a complex response to neutral situations, evolution designed stress to help us survive harmful situations. Whether one is newly confirmed positive for COVID-19 or to appear in a public speaking event or take an exam, our brain communicates signals to prepare for the situation, releasing our battle hormone adrenaline. Over-exposure can be damaging to ones health. Because of this, adrenaline is a hormone worth understanding.

THE FIGHT-OR-FLIGHT HORMONE: ADRENALINE

Adrenaline causes a noticeable increase in strength and performance, as well as heightened awareness. This reaction causes air passages to dilate to provide the muscles with the oxygen they need to either fight danger or flee. Adrenaline also triggers the blood vessels to contract to re-direct blood toward major muscle groups, including the heart and lungs. The body's ability to feel pain also decreases, which is why you can continue running from or fighting danger even when injured. Adrenaline also causes a release of glucose which a fight-or-flight response would use. After the stress has subsided, adrenaline's effect can last for up to an hour.

However, sometimes the body will release adrenaline when it is under stress but not really facing physical danger, but perceived danger. This can create feelings of dizziness, light-headedness and vision changes. When no danger is present, that extra energy has no use, leaving the person feeling restless and irritable. For a diabetic, the extra glucose circulating within the bloodstream will cause a hyperglycemic spike. Excessively high levels of

the hormone due to stress without real danger can cause a jittery, nervous feeling, palpitations, increased blood pressure, anxiety, heart damage, insomnia, and list can go on.

Heightened stress within a pandemic is NORMAL. But it can quickly transform into anxiety that impairs clear concise thinking, alters behaviours and have long-term adverse health effects.

THE UGLY: BECOMING ANXIOUS AND OVERWHELMED

Globally we know that this pandemic is causing people to feel anxious, distressed or worried: fear of contracting the virus, of family becoming sick; stress and anxiety related to isolation and quarantine measures; distress about separation from family members; losing one's job, now unable to meet bills; fear of longer term impacts of the global disruption; among other reasons. The stress of a pandemic can take a toll on your mental health.

With the rise of technology and artificial intelligence, work is becoming more demanding and fluid, requiring

constant learning and adaptation. Technologies that are meant to create efficiency and convenience, paradoxically also keeps us tethered to our digital devices and leave us unable to "unplug" from work and obligations. In a vicious cycle, we may bring our underlying poor health and personal issues to the workplace, where we become unmotivated and unproductive. Or the workplace may never leave our consciousness as the possibility of disconnecting increases.

It is now imperative to develop sustained coping mechanisms to stay resilient during this coronavirus pandemic.

What is fundamentally important to acknowledge is that stress is the end of a process, the beginning of which is how individuals manage their experiences on a daily basis. Do they make the right choices? Do they develop the right skills? Do they develop the right habits? Do they manage themselves well? Or do they just succumb to feeling overwhelmed and stressed?

PREPARE, PLAN, NOT PANIC

Knowledge and preparation can help reduce feelings of panic and associated stress. Prepare for the worst-case scenarios and create a plan for you and your family.

- Write down specific worries you have about how coronavirus may disrupt your life. If you start feeling overwhelmed, take a break.

- Make a list of all the possible solutions you can think of. Try not to get too hung up on "perfect" options. Include whatever comes to mind that could help you get by.

- Focus on concrete things you can problem solve or change, rather than circumstances beyond your control.

- After you've evaluated your options, draw up a plan of action. When you're done, set it aside and resist the urge to go back to it until you need it or your circumstances significantly change.

Emotions are contagious, so be mindful from whom you seek support and counsel.

FOCUS ON THE THINGS YOU CAN CONTROL

There are so many things outside of our control, including how long the pandemic lasts, how other people behave, and what is going to happen in our communities. That is a tough thing to accept. When you feel yourself getting caught up in the whirlwind of fear of what might happen, try to shift your focus to things you can control.

- Shift your mindset to better adapt to the daily changes or disruptions that occur.

- Take steps to reduce your own personal risk.

- Stay informed, but be selective in the sources of media.

- Stay connected, even if physically distanced.

- Reduce social media input and digital distractions, reconnect with nature instead.

- Take care of your wellbeing, keep to a healthy habits and routine.

- Be kind to others and yourself.

WELLBEING AND WORK ARE INTERDEPENDENT

As organisations seek to reopen while markets continue to evolve, extra efforts to differentiate themselves are essential to survive in the marketplace, not only in terms of their products and services, but with their most important and culture producing asset: their people.

According to the article, "The benefits of integrating workplace wellbeing into performance management" by Charlotte Rogers:

"Director of marketing and human resources Keith Kropman notes a significant link between wellbeing and productivity based on the company's Britain's Healthiest Workplace survey. 'The survey found that employers are losing on average 27.5 days of productive time per employee each year as staff take time off sick and also underperform in the workplace as a result of ill-health ...' says Kropman."

In the business and academic worlds, this movement can be seen in the growing interest in topics such as conscious capitalism, resilience intelligence for businesses, the neuroscience of mindfulness, the psychology of happiness, the science of altruism, and other emerging fields of study that justify doing good and the pursuit of wellbeing. These emerging and converging trends have led some futurists to label the next economic age as the "wisdom economy" or the "human economy."

This is where organisations can differentiate themselves. When a holistic approach to getting the best from people extends beyond hitting targets and focuses on the health and wellness of its employees, this can have a tremendous positive impact on behaviour. It can also become a powerful discerning factor for the organisation as this improves its culture as well the organisation's brand.

This solidifies the necessity for wellness integration within the workplace and tools to equip the working population to counter stress, burnout and develop resilience strategies. Imagine creating a harmonious cycle of wellness and work, where we feel healthy and balanced, where we create a consciousness of energy and focus, where we feel appreciated and supported, where our wellbeing is nurtured and valued. In order to thrive in the future, it is highly recommended that businesses and organisations adopt a 'culture of wellness and resilience' within the ever-changing work environments. ∎

Dr. Safeeya Mohammed is CEO, SISU Global Wellness, an organisational Wellness Consultancy whose primary focus is providing solutions, creating resilience and sustainable strategies in combating Non-Communicable Diseases (NCDs), stress and disengagement at micro and macro platforms. An agent for change, a global speaker whose deliveries at United Nations, Maldives and other regional communities are transformational. She is a certified John Maxwell Leadership Coach and is currently a Clinical Researcher at UNITAR (United Nations Institute for Training and Research) under the field of Sustainability and Healthcare.

Click here to go to SISU Global Wellness's FB Site

NO RUBBER SLIPPERS!

Tips for working from home from two decades experience

P aria Publishing has worked "from home" for more than 23 years. When the company was re-started in 1997, we went from a computer in an annex to a bedroom, to two workstations in our archival room (not air-conditioned!), to a fully equipped office space with mezzanine occupying the top floor of the building in which our home is located as well. It has never been a problem for us to welcome visitors first into our private living room, maybe take them out on the balcony for a beautiful view of the Cascade valley and Down the Islands, before taking them up two flights of stairs into the space where our creative heart beats with five work stations, meeting area and libraries.

Since Corona, many if not all our customers had to adjust to working from home as well. Here are some tips from us who have been doing this for more than 20 years!

No Rubber Slippers in the Office. Dress properly, shine your shoes in the morning, groom yourself. We found that it gives us a demarcation line as to the beginning and end of our work day. Wearing profesh outfits at home means that you respect your work and yourself as a professional person. When we finish work and leave the office space (viz: go downstairs), we change into our leisure clothes.

Be on time. Be at work at your usual hour, don't come late just because you don't have a commute and you are by yourself. That too is about respect – you want to be as productive as if you were in an office with other people, which you owe yourself and your employer. Especially on a day after a holiday or on Mondays: BE – ON – TIME!

Ergonomics, ergonomics, ergonomics. We can't stress enough how important it is to set up your computer in a way that won't result in a life of pain and mucho dinero spent on phsyio. We have

We designed this standing mat - very comfy in combination with a standing desk. Swimming noodles cut in half and sewn together with twine. Use barefoot or in socks!

Dominic and Alice Besson
Paria Publishing Company Limited

"trialled-and-errored" a lot and paid our dues to our shoulders, wrists, necks and backs. Not everybody is the same and finds different setups conducive to working, but we have the full works to choose from: variable desks, wobbly standing cushions, thick books to elevate screens to your ideal eye height, wrist rests, ergonomic chairs, inflatable balls, yoga mats, fascial rollers, weights, skipping ropes, anything that makes your muscles move and puts you in the perfect standing or sitting position to stare at your screen. Oh yes: laptops are KILLERS for your neck! The key is to elevate your screen to eye height, so you need to invest in a separate screen or keyboard for your laptop and prop up the screen with books or putting it in a shelf. If you keep looking down at it, you will get damaged for sure!

Take breaks. For us as creatives it's quite essential: you need to take breaks. Lots of them in fact! Breaks mean moving around, looking away from the screen, thinking of something else, fuelling up. What worked for us is: don't have the phone on your own desk but put it somewhere else so you have to get up when it rings. Don't have a coffee machine or water cooler in the office – we have to actually descend two flights of stairs in order to get something to drink. You need breaks to shake your muscles and to clear your head, no matter what type of work you do at your computer! Have your own special place to take a break – at Paria that's a cocoa planter's chair for Jerry, a cuddle with the dog for Alice, and a couple minutes on the balcony in fresh air for Dominic.

Be happy. This might sound trite, but it's really important that you accept that with working from home, it's okay to help customers or colleagues after hours or on weekends, to go that extra mile when it comes to being cheerful, personable, of service. With working from home, the lines between work and leisure time do blur, but if you happily accept this, you will really experience all the flexibility and pride that comes with having a home office. ■

WINNING IN THE NEW NORMAL

By Patricio Torres
Head of Market for Nestlé in the Anglo-Dutch Caribbean

In March 2020, when Trinidad and Tobago's extensive and unprecedented COVID 19 lockdown measures were put in place, Nestlé Trinidad and Tobago Limited moved swiftly to implement its strategic Pandemic Plan. While some businesses were mandated to shut down entirely, that was not an option for the organization. As one of the country's leading food and beverage manufacturing companies, Nestlé was considered an essential business.

It was a balancing act. Nestlé had to maintain continuity of operations to ensure product availability to its consumers and society, which meant that production and supply chain had to continue operating smoothly. At the same time, the health and wellbeing of employees was paramount (complicated by the fact that essential frontline workers were required to be physically present). The company believed that it was not only essential to follow all safety and hygiene protocols, but to go deeper to fulfil its commitment both to employees and to the wider community.

A PEOPLE CENTERED APPROACH

Nestlé's approach was informed by one simple imperative: The health and safety of our employees is our top priority.

Our focus was ensuring that our employees were safe, felt safe and knew that they were secure and valued during a very difficult time. This was an imperative for us. Our staff and their families took precedence from day one.

The company immediately implemented remote-work systems for all non-essential employees. Technological solutions were used, employees were educated about options and crisis virtual meetings and e-learning were put into place.

Since March, only employees who could not continue their substantive roles using the technology available have been allowed to work at the offices in Valsayn. The rules are so strict that employees who can work from home and need to return to the office must receive permission from a Line Manager to do so and then only for work-related activities that cannot be accomplished from their home.

Frontline workers have received special care. Hygiene kits have been provided, along with a private shuttle service for all essential employees. Those working on the compound were given company-funded meals and meal allowances and received gift hampers and vouchers as a token of appreciation.

ON-SITE COVID 19 HEALTH AND SAFETY PROTOCOLS

Spearheaded by the Onsite COVID Committee, every possible measure has been put in place at the Head Office and factory to mitigate against COVID spread. This includes temperature screening, boost in sanitisation schedule through increase in janitorial staff, frequent and strict sanitisation protocols, mandatory mask wearing (masks were distributed to all employees), risk assessments and strict sanitisation protocols for suspected/confirmed cases and, to enforce social distancing, all offices and areas where employees can congregate have fitted with sneeze guards and clearly marked with signs indicating the number of persons allowed to be in that location at any one time.

GOING FURTHER FOR HEALTH AND WELLNESS

These onsite measures, reinforced by increased security to ensure compliance, are considered the very basics by Nestlé, which, in line with its strong health and wellness brand, has taken a variety of additional steps to care for employees. The Nestlé Gym had to be closed, so the company created a virtual fitness programme. Employees needed immediate access to health advice, so Nestlé arranged free virtual medical consultations for any team member who needed it. Testing was a priority, so Nestlé made Rapid Antibody Testing (FDA approved) Services available to all employees when necessary, right on site at the Nestlé Valsayn compound using the Nestlé Health Caravan, and the company medical insurance was upgraded to include the cost of PCR testing.

Nestlé complemented these efforts with a robust communication strategy to create high visibility and compliance with new workplace protocols that were designed to keep everyone safe and healthy.

MOTIVATING AND CARING FOR EMPLOYEES

As the length of the crisis extended, families started to feel the pinch and anxiety skyrocketed. So, Nestlé went even further. The company offered financial assistance in the form of salary advances and compassionate emergency loans to workers, curbside pick-up was implemented at the discount staff shop, and a flexible schedule was arranged for work-from-home employees with children who attend virtual schooling. The company also introduced online counselling services for employees and their family members to help them cope with anxiety and stress, and to provide tips on working from home.

No one should be left behind, and it will take a lot of effort to ensure everyone adapts to online collaborative learning environments.

KEEPING THE BUSINESS INTACT

Amid all this, Nestlé has a very challenging and complex business to run. With employees making their own heroic contribution, one part of that business was standing firm in the face of the pandemic. But COVID-19 brought its own very special challenges and as a result Nestlé had to find innovative measures to rebalance its supply chain, which, as has been the case globally, was disrupted by the virus.

The company tackled the issues on every front. In the case of Direct Materials such as raw ingredients, packaging and finished goods for distribution, Nestlé increased its cover on all key materials to ensure continuity and supply.

Maintaining supply of services and indirect materials such as spare parts, sanitising materials and response PPE required that the company leverage its relationships with suppliers, a measure that worked well given the loyal bonds that have been carefully developed between Nestlé and its providers.

While extensive measures to ensure continuity regarding the labour needs of the business had been put in place, maintaining the health of the value chain demanded that Nestlé had to increase complimentary labour and expand capabilities across the workforce.

On the logistics front, Nestlé reviewed its supply network and combated reduced port calls and diminished container availability by enhancing and expanding the network with the introduction of alternate shipping lines.

Perhaps the most delicate balancing act came with regard to customers and consumers. The initial lockdown phase brought about unique changes in consumer behaviour which included panic buying, restricted shopping hours and a higher dependency on local versus imported products. To combat this web of complications and to ensure that Nestlé's entire portfolio of products was readily within the consumer's reach, Nestlé had to get even better with a job it was already doing well. The company had to become even more agile with deliveries.

The company has successfully retooled but continues to review and refine each component of its supply chain as the crisis unfolds.

The initial lockdown phase brought about unique changes in consumer behaviour which included panic buying.

Click here to go to Nestlé's website

While the company's approach to sustaining the business has been pragmatic and clearheaded, it has also been compassionate.

CREATING SHARED VALUE

Nestlé as a company is intact. It is surviving an epidemic which may turn out to be the challenge of a generation. But that is not enough. The company lives for what it calls The Nestlé Purpose: "To unlock the power of food to enhance the quality of life for everyone, today and for generations to come." This Purpose is rooted in values and respect for individuals and families, for communities, and for the planet.

Throughout the pandemic Nestlé has never lost sight of this Purpose. While the company's approach to sustaining the business has been pragmatic and clearheaded, it has also been compassionate.
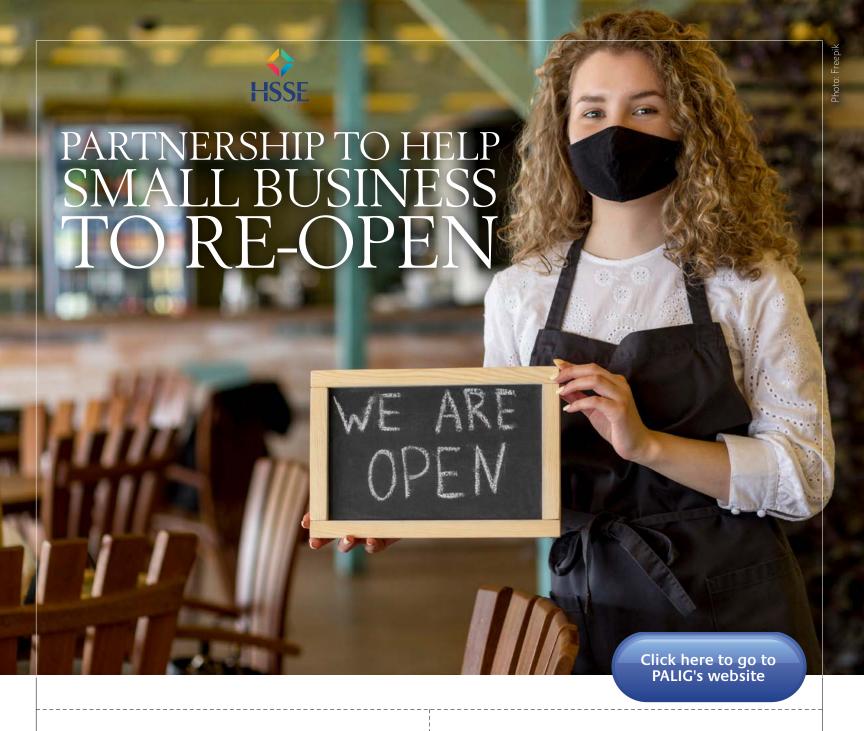
Nowhere has that been more evident than in Nestlé's ongoing Corporate Social Responsibility Programme. In just the last seven months, Nestlé has made a monetary donation of $525,000 to the Trinidad and Tobago Red Cross Society, to ensure food security to vulnerable communities, to support communication and ambulance transportation, and to offer psychosocial support.

The company provided more than $75,000 in product donations to the North/Central Regional Health Authority, for use in two of the country's key primary care facilities for COVID-19 patient care—the Couva and Caura Hospitals. Nestlé also donated more than $80,000 in product to the Ministry of Health and Ministry of Social Development and Family Services for distribution to society's most vulnerable, provided 45,000 surgical masks to the Ministry of Health for frontline workers, and donated products to more than 50 charitable organisations and NGOs across the country.

Members of staff stepped up for morale-boosting campaigns, like Nestlé's Grids of Gratitude social media project, sharing support and thanks to frontline workers throughout the country, and the National Applause for frontline workers initiative. Iconic Nestlé brands got involved. Nescafé partnered with NP and Unipet service stations to provide frontline workers and first responders with complimentary cups of coffee at the onset of the lockdown. Milo and Orchard kept kids entertained and educated via social media platforms during the lockdown with *Move with Milo at home* physical education classes and Orchard's *Story time* sessions, while Klim also joined in story-telling with 'Uncle Paul' (Paul Keens-Douglas). Kids did not miss out on Nestlé's annual One-Day summer camp as this was converted to digital through a 'Summer Camp in a box' activity.

This is the bottom line for Team Nestlé: Winning in the New Normal isn't just about business success or survival, it's about the safety of employees, caring and providing for the entire community and especially for the most vulnerable populations. ∎

PARTNERSHIP TO HELP SMALL BUSINESS TO RE-OPEN

WE ARE OPEN

P an-American Life Insurance Group (PALIG), a leading provider of life, accident and health insurance services throughout the Americas, in partnership with The American Chamber of Commerce of Trinidad and Tobago (AMCHAM T&T) and The Rotary Club, developed the PALIG Cares Safe Return Initiative, a programme supporting small businesses throughout the Caribbean, helping them to create a safe environment for employees and customers as they reopen for business during COVID-19.

The programme provides businesses with a re-entry package including personal protective equipment (PPE) such as masks and gloves, hand sanitiser, directional signage for social distancing requirements and other safety signage.

"Small businesses have been disproportionately impacted by the pandemic. As many regions move into the stabilisation phase, PPE will be vital to their recovery," said Greer Quan, CEO-Caribbean at PALIG.

"The communities we serve in the Caribbean have shown remarkable resilience in the face of COVID-19 and the PALIG Cares Safe Return Initiative is a testament to the power of collaboration and our commitment to their safety and wellbeing. We salute their strength and honour their resilience."

AMCHAM T&T partnered with PALIG and the Rotary Club to donate PPE to SMEs.

ABOUT PAN-AMERICAN LIFE INSURANCE GROUP

Pan-American Life Insurance Group (PALIG), a leading provider of life, accident and health insurance throughout the Americas that has been delivering trusted financial services since 1911. The New Orleans-based Group is comprised of more than twenty-member companies, employs more than 2,100 worldwide and offers top-rated individual and/or group life, accident and health insurance, employee benefits and financial services in 49 states, the District of Columbia (DC), Puerto Rico, the U.S. Virgin Islands, and throughout Latin America and the Caribbean. The Group has branches and affiliates in Costa Rica, Colombia, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Panama, and 13 Caribbean markets, including Barbados, Cayman Islands, Curacao and Trinidad and Tobago. For more information, visit the Pan-American Life website at palig.com, like us on Facebook @PanAmericanLife, follow us on Twitter @PanAmericanLife, and connect with us on LinkedIn at Pan-American Life Insurance Group.

LESSONS FROM NATURE IN A COVID-RECALIBRATED WORLD

"Ecosystems form the basis of all wealth creation. [...] Ecosystems provide societies with soil fertility, food, water, shelter, goods and services, medicines, stability, pleasure, knowledge, and leisure. [...] Today 60 per cent of the services provided by ecosystems are threatened. Economic activities aimed at achieving short-term wealth are destroying ecosystems worldwide and thus economies' primary asset. Restoring damaged ecosystems is essential if we are to secure the livelihoods of future generations."

Willem Ferwerda 2012: 13 (https://tinyurl.com/y2gqe3fs)

By David Ramjohn

CEO of AlgEternal Technologies, LLC and Global Head of Sustainability of KindEarthTech

IT IS ALL A BIOECONOMY
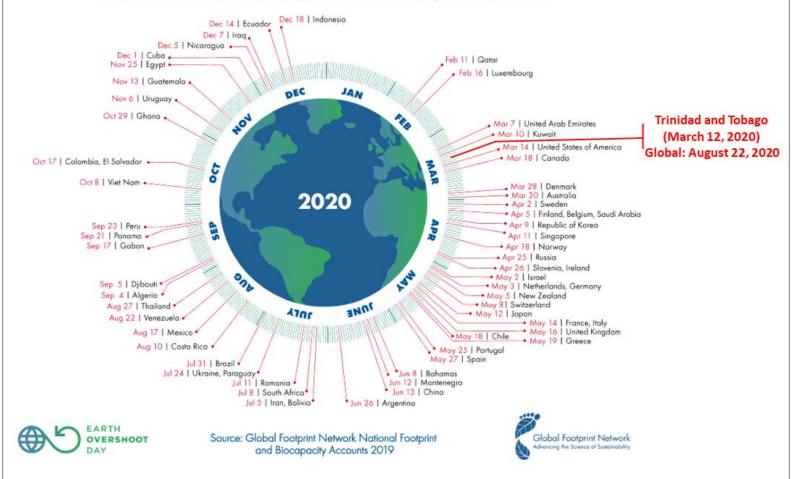
We inhabit a planet with finite natural resources that the planet recycles infinitely. We only have to examine the major biogeochemical cycles on the planet to understand that no matter how long it takes, everything on Earth is recycled. Since the mid-2000s the idea of a "bioeconomy" has become more widely recognised as a pathway to a low-carbon economy, one that becomes independent of fossil resources. However, if we examine our economies properly, we quickly realise that they all rely on natural capital, directly or indirectly, and that we often disregard the contribution of Nature to our economic success.

The World Economic Forum in its 2017 publication "Harnessing the Fourth Industrial Revolution for the Earth" recognises that the foundation of the "extraordinary human advances" in the last century "has been the consistently steady state of the Earth's global environmental systems provided by the so called 'Holocene equilibrium'. Global patterns of temperature, precipitation, seasonality, and the overall health of our atmosphere, cryosphere, hydrosphere and bio-

Country Overshoot Days 2020

When would Earth Overshoot Day land if the world's population lived like...

Dec 14 | Ecuador
Dec 18 | Indonesia
Dec 7 | Iraq
Dec 5 | Nicaragua
Dec 1 | Cuba
Nov 25 | Egypt
Nov 13 | Guatemala
Nov 6 | Uruguay
Oct 29 | Ghana
Oct 17 | Colombia, El Salvador
Oct 8 | Viet Nam
Sep 23 | Peru
Sep 21 | Panama
Sep 17 | Gabon
Sep 5 | Djibouti
Sep 4 | Algeria
Aug 27 | Thailand
Aug 22 | Venezuela
Aug 17 | Mexico
Aug 10 | Costa Rica
Jul 31 | Brazil
Jul 24 | Ukraine, Paraguay
Jul 11 | Romania
Jul 8 | South Africa
Jul 5 | Iran, Bolivia

Feb 11 | Qatar
Feb 16 | Luxembourg
Mar 7 | United Arab Emirates
Mar 10 | Kuwait
Mar 14 | United States of America
Mar 18 | Canada
Mar 28 | Denmark
Mar 30 | Australia
Apr 2 | Sweden
Apr 5 | Finland, Belgium, Saudi Arabia
Apr 9 | Republic of Korea
Apr 11 | Singapore
Apr 18 | Norway
Apr 25 | Russia
Apr 26 | Slovenia, Ireland
May 2 | Israel
May 3 | Netherlands, Germany
May 5 | New Zealand
May 8 | Switzerland
May 12 | Japan
May 14 | France, Italy
May 16 | United Kingdom
May 18 | Chile
May 19 | Greece
May 25 | Portugal
May 27 | Spain
Jun 8 | Bahamas
Jun 12 | Montenegro
Jun 13 | China
Jun 26 | Argentina

**Trinidad and Tobago
(March 12, 2020)
Global: August 22, 2020**

EARTH OVERSHOOT DAY

Source: Global Footprint Network National Footprint
and Biocapacity Accounts 2019

Global Footprint Network
Advancing the Science of Sustainability

Earth Overshoot Day marks the date when humanity's demand for ecological resources and services in a given year exceeds what Earth can regenerate in that year [https://tinyurl.com/y68o8llg] (Adapted by D. Ramjohn)

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sphere, have remained predictable for much of the last 10,000 years."

A 2013 report by Trucost PLC, "Natural Capital At Risk: The Top 100 Externalities of Business" determined that if we accounted for the externalised environmental costs incurred by 20 global industry sectors by region, "none of the region-sectors with the highest [environmental] impacts generate a sufficient return to cover their environmental costs." Let that sink in: if we accounted for the goods and services provided freely by Nature then NONE of our industries would be profitable. Ultimately, as a species, we have failed to recognise and take action to preserve the very ecosystems and natural capital on which we rely, using them faster than Nature can replenish, and thereby destroying Nature's resilience.
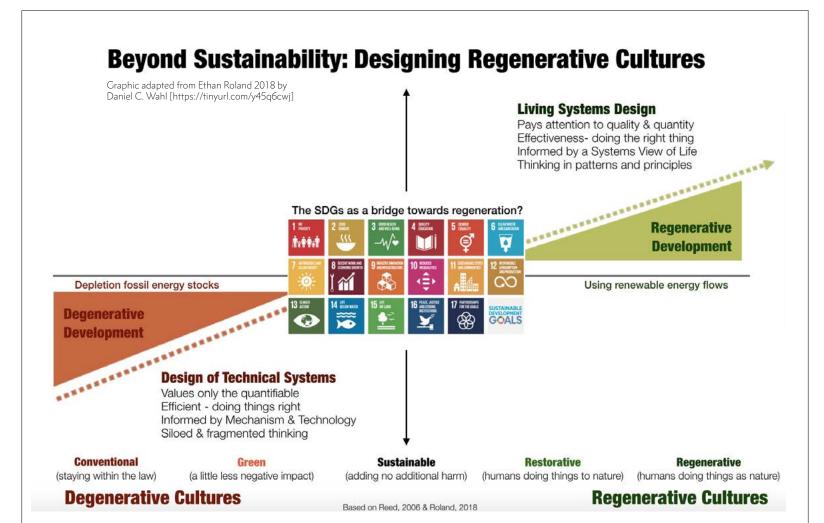
RESILIENCE: WHAT IS IT?

Nature is resilient but it is not always efficient; in business, humans strive for efficiency, which often leads to decreased resilience. One of the best known explanations of "resilience" comes from Walker, 2004, "Resilience is the capacity of a system to absorb disturbance and reorganise while undergoing change so as to still retain essentially the same function, structure, identity, and feedbacks." I would go further and add that humans ought to be able to anticipate and avoid the disturbances that can reduce the ability of our social, economic, and environmental systems to be resilient. There

"We have a finite environment—the planet. Anyone who thinks that you can have infinite growth in a finite environment is either a madman or an economist."

Either: Kenneth Boulding, Paul R. Ehrlich, or Sir David Attenborough (https://tinyurl.com/yyxq87ge)

is no system more resilient than Nature. No human system, structure, or process possesses the inherent characteristics of natural systems, structures, or processes that provide Nature's level of resilience, and Nature's ability to regenerate and recover from catastrophe.

Humans have consistently and with remarkable efficiency and effectiveness reduced Nature's ability to "retain essentially the same function, structure, identity, and feedbacks" that keep Earth's systems hospitable to us. We have polluted the air, soil, and water. We have triggered

Beyond Sustainability: Designing Regenerative Cultures

Graphic adapted from Ethan Roland 2018 by
Daniel C. Wahl [https://tinyurl.com/y45q6cwj]

Living Systems Design
Pays attention to quality & quantity
Effectiveness- doing the right thing
Informed by a Systems View of Life
Thinking in patterns and principles

The SDGs as a bridge towards regeneration?

Regenerative Development

Depletion fossil energy stocks

Degenerative Development

Using renewable energy flows

Design of Technical Systems
Values only the quantifiable
Efficient - doing things right
Informed by Mechanism & Technology
Siloed & fragmented thinking

Conventional	Green	Sustainable	Restorative	Regenerative
(staying within the law)	(a little less negative impact)	(adding no additional harm)	(humans doing things to nature)	(humans doing things as nature)

Degenerative Cultures

Regenerative Cultures

Based on Reed, 2006 & Roland, 2018

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the sixth mass extinction or Anthropocene extinction, threatening the pre-industrial levels of biodiversity. We are ruthlessly, and some would argue willfully, destroying the very natural living and non-living resources that previously allowed Nature to return to that steady state, which allowed us to enjoy the environmental conditions that allowed us to be here in the first place. We extract non-living resources without any thought for their finite nature, for example phosphorus, which for all intents and purposes is non-renewable in our lifetimes and cannot be synthesised. Phosphorus is vital to all carbon-based, aerobic life forms, both photoautotrophic (photosynthesising) and heterotrophic (non-photosynthesising), and we are dangerously close to exhausting all known deposits on Earth.

COVID-19: FRAMING THE CONTEXT
No other event in modern memory has created such chaos in human systems as COVID-19, with virtually no end in sight. The virus and disease exposed, among other things, the weaknesses of our production and distribution systems, which had grown, for the most part, into centralised behemoths susceptible to massive disruption in the right circumstances. The virus reminded us of a truth, which we have ignored either willfully or ignorantly: microbes rule the world. With all our advanced technologies, weapons, medicine, artificial intelligence, robotics, financial systems, etc., a microorganism has reminded us of our mortality. We have been so focused on generating wealth that we lost sight of what really matters. Our economic systems are all predicated on growth, seemingly oblivious to the fact that we live on a finite planet. According to Wahl, 2017, "Our profoundly unsustainable monetary and economic systems lie at the root of many of the converging crises around us."

"The virus reminded us of a truth, which we have ignored either willfully or ignorantly: microbes rule the world.

With all our advanced technologies, weapons, medicine, artificial intelligence, robotics, financial systems, etc., a microorganism has reminded us of our mortality."

In many respects, it has been the choices made by human beings over decades, if not centuries, that created the perfect conditions for the novel coronavirus to make the leap from animal to human. We have degraded natural habitats, forcing wild animals into more frequent contact with humans. We have developed tastes for exotic meats, thereby incentivising the trade in wild, often endangered, species. We have moved from a largely plant-based to a meat-based diet, with consequent factory farms raising animals in tremendously inhumane conditions that facilitate zoonotic diseases. We have eschewed rural lives in favor of living in the petri dishes of urban settings. We have increased our population by means of advances in medicine, food production, sanitation, etc. increasing demand for resources and increased consumerism. We have altered Earth systems by our wastes and byproducts, resulting in phenomenon such as Climate Change.

Although no definitive empirical evidence has been put forward to link Climate Change with COVID-19, there is little doubt that Climate Change probably played a part in the emergence and spread of the virus and its accompanying COVID-19 disease, and there is growing consensus that addressing Climate Change will play a part in reducing the impacts of COVID-19 disease, and other similar viral and bacterial diseases, and preventing future outbreaks. Certainly, thawing permafrost because of warming of polar regions poses a real threat to exposing ancient viruses and bacteria, long buried and mostly forgotten, but capable of reanimation and wreaking havoc once more.

BUILDING RESILIENT SOCIAL, ECONOMIC AND ENVIRONMENTAL SYSTEMS

We can change the economic drivers of unsustainable practices. We can modify our concepts of what it means to be successful, to be happy, to no longer measure these variables using concepts like Gross Domestic Product, or the quantity of wealth and material goods we can accumulate. We can eliminate the inequalities that persist between nations and people by building regenerative cultures that "maintain and regenerate healthy ecosystems functions as the basis of true wealth and wellbeing."

On a finite planet the only way to achieve infinite use and benefits of its resources is to adopt a regenerative and circular economic model rather than the linear model we have used until now. We must design waste out of our economy, and we must design our activities to add environmental as well as economic value, by regenerating and restoring natural systems. Applying regenerative and circular approaches in our economic activities in all sectors, e.g. extractive, manufacturing, industry, agriculture, farming, services, intellectual, and quinary, will naturally result in sustainability. A regenerative economy and culture will eventually cause the mitigation and reversal of the existential threats facing us as a species and allow Nature to return to "essentially the same function, structure, identity, and feedbacks" that favour us. ■

Click here to go to Algeternal's website

"We can modify our concepts of what it means to be successful, to be happy, to no longer measure these variables using concepts like Gross Domestic Product, or the quantity of wealth and material goods we can accumulate."

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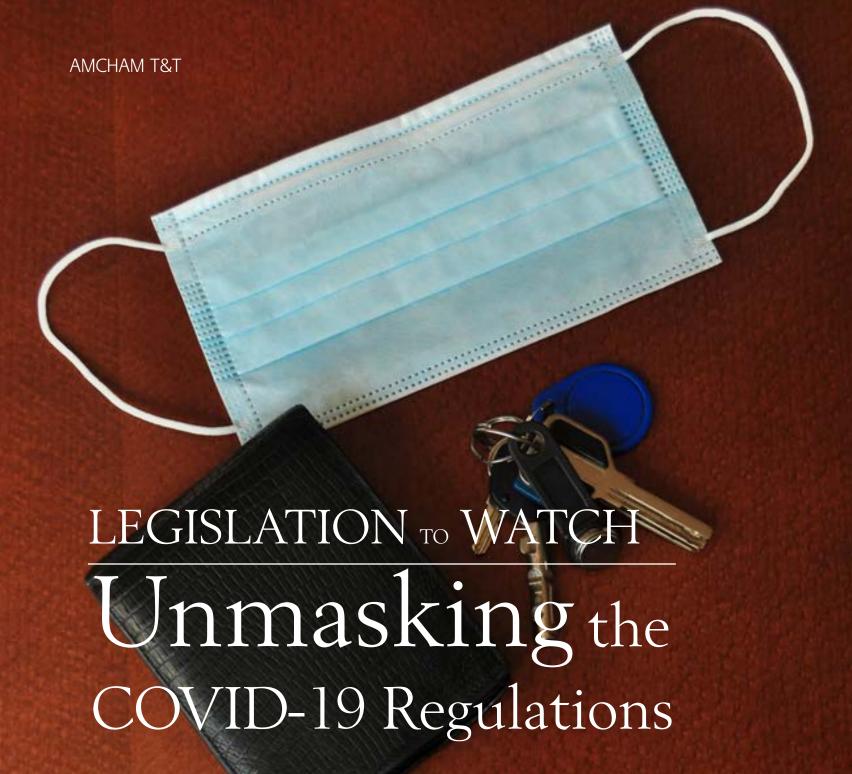Sasaki, T., Furukawa, T., Iwasaki, Y., Seto, M., & Mori, A. S. (2015). Perspectives for ecosystem management based on ecosystem resilience and ecological thresholds against multiple and stochastic disturbances. Ecological Indicators, 57, 395–408.
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LEGISLATION TO WATCH

Unmasking the COVID-19 Regulations

Have you ever been on your way out of the house and pretty sure that you have forgotten something? You have your keys, wallet and other necessities. So what could it be? Oh yes, you realise that you have forgotten your face mask.

By Jeanelle Pran
Associate Attorney-at-Law at M. Hamel-Smith & Co.

Face masks have arguably become the most worn accessory for the latter part of 2020. In or around August 2020, the Government of the Republic of Trinidad and Tobago took steps to introduce legislation governing the mandatory wearing of face masks, in an attempt to curb the spread of Covid-19 in Trinidad and Tobago. The mandatory wearing of masks is currently reflected in the Public Health (2019 Novel Coronavirus (2019-nCoV)) (No. 32) Regulations 2020 ('the Regulations') which is in force until 6th December 2020. However, it has been extended given that Covid-19 is still widespread within our borders. Since face masks will most likely play a role well into 2021, it is important to understand the scope and extent of the mandatory mask wearing Regulations, the exceptions which may apply and the penalties for violating same.

WHAT CONSTITUTES A FACE COVERING/FACE MASK/FACE SHIELD

While the Regulations refer to the terms 'face mask', 'face shield' and 'face covering' (together referred to in this article as 'face mask(s)'), only the term 'face covering' is defined. A 'face covering' is defined as "a covering of any type which covers the nose, mouth and chin of the person wearing it." At some point or the other, you may have seen someone wearing a face mask which covered his mouth but not his nose. Well, the Regulations seek to address this by providing that face masks are required to cover a person's nose, mouth and chin.

RESTRICTIONS

The Regulations govern two (2) broad areas i.e. the wearing of face masks while in a vessel or vehicle and in a public space.

Restrictions in Vessels or Vehicles

The Regulations provide that no person shall, without reasonable excuse, travel in a vehicle or vessel without wearing a face mask. Where the person is a child accompanied by an individual who has responsibility for the child, the individual shall provide and ensure that the child has and wears the face mask.

This does not however apply to:

- Children under the age of eight (8);
- Where a person is in a vehicle or vessel alone; or
- Where a person is allocated to a cabin, berth or other similar accommodation, at any time when they are in that accommodation alone.

Notably, there is no definition of 'vehicle' in the Regulations and it is widely understood that the Regulations intend to capture both personal vehicles and public transport vehicles. As such, even if you are occupying a vehicle with your family members, every person in the vehicle (except children under the age of eight (8)) should be wearing face masks covering their nose, mouth and chin.

Restrictions in Public Spaces

The Regulations provide that no person shall, without reasonable excuse, be in a public space without wearing a face mask. Where the person is a child accompanied by an individual who has responsibility for the child, the individual shall provide and ensure that the child has and wears the face mask. Further, the owner or operator of any business which provides goods or services to the public shall ensure that a member of the public is not permitted entry to, or otherwise remains within any enclosed space within the premises of the business unless that person is wearing a face mask.

Removal of a face mask to eat or drink: A person must be able to prove that it was reasonably necessary for him to eat or drink in all of the circumstances.

This does not however apply to:

- Children under the age of eight (8);
- Employees and agents of the person responsible for a business within an area designated for them and not for public access, or within or behind a physical barrier, subject to such guidelines made by the Ministry of Health; and
- those circumstances provided for in guidelines made by the Ministry of Health.

EXCEPTIONS / REASONABLE EXCUSES

Apart from the exceptions listed above, the Regulations allow a person to not wear a face mask in circumstances where there is a reasonable excuse. The Regulations explicitly set out a list of reasonable excuses, as follows:

- the person cannot put on, wear or remove a face mask because of any physical or mental illness or impairment, or disability or without severe distress;
- the person is travelling with, or providing assistance to, another person and such other person relies on lip reading to communicate with the first person;
- the person removes his face mask to avoid harm or injury, or the risk of harm or injury, to himself or others;
- the person is travelling to avoid injury, or to escape a risk of harm, and does not have a face mask with him;
- if it is reasonably necessary for the person to eat or drink, the person removes his face mask to eat or drink;
- the person has to remove his face mask to take medication;
- a request is made of the person to remove his face mask temporarily for security and identification purposes if necessary for the purpose of receiving services; or
- the circumstances provided for in guidelines issued by the Ministry of Health.

Accordingly, if one of these situations apply, you ought not to be deemed to be in violation of the mandatory requirement to wear face masks in a public space or in a vehicle or vessel.

One area which may prove contentious is the removal of a face mask to eat or drink. The language used in relation to this exception is quite specific and suggests that the mere act of eating and drinking may not be sufficient as a

It would be unfortunate to have to pay a $1,000 penalty for failure to wear a face mask – something which can be easily avoided by simply wearing one.

reasonable excuse. A person must be able to prove that it was reasonably necessary for him to eat or drink in all of the circumstances. Citizens should therefore be conscious of the scope and extent of the list of reasonable excuses so as to avoid any penalty being incurred.

OFFENCES
Fixed Penalty Notice

Where a police officer has reason to believe that a person is committing or has committed an offence he shall issue to the person a fixed penalty notice charging him with the commission of such offence, and requiring him to pay the fixed penalty within the time specified in the fixed penalty notice. The fixed penalty notice is deemed to be a summons issued to appear at a certain time and at a certain place before the Court to answer the complaint made against the person, if the time specified for payment of the fixed penalty expires.

Fixed Penalty

A person who contravenes the Regulations by reason of failure to wear a face mask without a reasonable excuse commits an offence and is liable to a fixed penalty as follows:

Offence	Fine
Failure to wear a mask in a vehicle or vessel	$1,000
Failure to ensure child wears a mask in vehicle	$1,000
Failure to wear a mask in public	$1,000
Failure to ensure a child wears a mask in public	$1,000

The above fines may be in addition to certain administrative fines and a failure to pay the fixed penalty, may result in liability on summary conviction to a fine of $5,000 and to a term of imprisonment of three (3) days.

The fixed penalty is payable within fourteen (14) days or such other period as may be prescribed by Rules of Court, from the date of the fixed penalty notice. Where a fixed penalty is paid in accordance with a fixed penalty notice, a person shall not be liable to any sanction for the offence in respect of which the fixed penalty notice was issued.

APPEAL

An appeal system is in place for persons wishing to challenge a fixed penalty notice. A person who pays a fixed penalty before the expiration of the time specified for payment, may appeal to the Magistrate in the district in which he paid the fixed penalty, using the appropriate form in the Regulations. The form can be used by both a person appealing on his own accord and by a person with responsibility, a parent or a guardian, on behalf of a person under the age of eighteen (18). The form allows for a person to select the reason for his appeal and the reasons listed are synonymous with the list of reasonable excuses set out above. Where the Court decides in favour of the person appealing, the amount representing the fixed penalty paid by the person shall be refunded to him.

MOVING FORWARD

As a rule of thumb, face masks should be worn in public places, vessels, vehicles and generally as much as possible for our own well-being. In these unpredictable and trying economic times, it would be unfortunate to have to pay a $1,000 penalty for failure to wear a face mask – something which can be easily avoided by simply wearing one. Arguably, police officers are given broad powers to issue fixed penalty notices. However, if a person can prove to the satisfaction of the police officer that he has a reasonable excuse for not wearing his mask, the fixed penalty notice ought not to be issued. Citizens should therefore be mindful of the limited exceptions which apply to the mandatory wearing of masks to ensure that their rights are not being impinged. However, this is in no way to say that the system should be abused since the wearing of face masks by every member of society will prove beneficial to the health, safety and wellbeing of us all and will help curb the spread of COVID-19, which is still very much a dark cloud dangling over us. ■

AMCHAM ON THE INSIDE

AS "THE PATHWAY TO THE AMERICAS", SOME OF AMCHAM T&T'S SERVICES ARE LISTED BELOW:

Did you know?

Our strong mix of formidable local and international member companies, strong networking links, close association with the U.S. Embassy and alliances with the Association of American Chambers of Commerce in Latin America and The Caribbean (AACCLA) all ensure rapid access to what you need to compete effectively both in local and overseas markets. We can therefore secure for members strategic information on doing business in a particular country as well as set up introductions to the right business organisations or companies in the U.S. and throughout the western hemisphere.

AMCHAM T&T U.S. Business Visa Facilitation

You are eligible to use this facility for renewal of visas from the U.S. Embassy for business. In addition, when the automated visa appointment services areas are 'backlogged', AMCHAM T&T may facilitate expedited visa appointments for business travel and training for company personnel. This is available at no cost to the employees of member companies.

AMCHAM T&T Introductions

You may already be in contact with a company with whom you would like to do business or make an alliance. AMCHAM T&T will send a letter of introduction for member companies, which will include details such as the length of time your company has been a member of AMCHAM T&T and your company's involvement with Chamber activities etc. AMCHAM T&T will encourage the setting up of a meeting for you to promote your products and services, but will not endorse an individual company product or service, as we represent several competing companies in any one industry.

One-on-One Appointments

Through our local and international connections as well as the international AMCHAM network, AMCHAM T&T can arrange one-on-one appointments for companies who are seeking to expand their business in Trinidad and Tobago and the Americas.

AMCHAM T&T Executive Info Session

Launching a new product or service? AMCHAM T&T's InfoSessions are an excellent way of niche marketing to the decision makers of our 280 member companies, as well as to the wider business community. AMCHAM T&T will be responsible for sending out notices of the session to our members and the wider business community, registration, organising the room and refreshments as well as any other administrative duties that may arise.

Incoming & Outgoing Trade Missions

Information is available upon request.

AMCHAM T&T Monthly Meetings

You will receive notices of our Monthly Meetings. AMCHAM T&T business is usually the first item on the agenda, followed by a guest speaker and a discussion session. Occasionally these meetings may take the form of a Luncheon or Dinner. This may be the case if there is a special event or an important overseas visitor. Your company may also choose to become the corporate associate of a particular meeting for a sponsorship fee.

AMCHAM T&T Board Room Rental

AMCHAM T&T's conference room is available for meetings, training sessions and board meetings. Send the particular details regarding meeting needs in terms of seating, catering, equipment, etc. and we will arrange it for you.

AMCHAM T&T Organsing Your Event

(Event must be trade or business-related) AMCHAM T&T can arrange the logistics of your event, all arrangements including sending out invitations via email or otherwise, and special invitation to ministers / diplomatic corps, following up for responses, coordination of logistics at venue before and after function.

Join an AMCHAM T&T Committee!

- Chamber Experience and Imaging (CEI) Committee
- Digital Transformation Committee
- Health, Safety and Environmental (HSE) Committee
- Legislative Committee
- Trade and Investment Committee
- Security Committee
- Transparency, Accountability and Governance Committee

Please contact us if you are interested in participating in any committee.

All AMCHAM T&T's financial members are encouraged to have representation on the committees in order to voice their issues and to provide feedback for the lobbying effort of the AMCHAM T&T's Board of Directors. Committee meetings are another forum where members can share invaluable experiences and information with each other. To join a committee, please contact The AMCHAM T&T Secretariat Tel: (868) 622 4466/0340

Please note that some of AMCHAM T&T services & products carry a nominal fee.

Your Postbox is Waiting!