

HSSE 360: INNOVATION FOR RESILIENCE

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Conference and Exhibition**

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By Angelo Liriano

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By Anish Bachu

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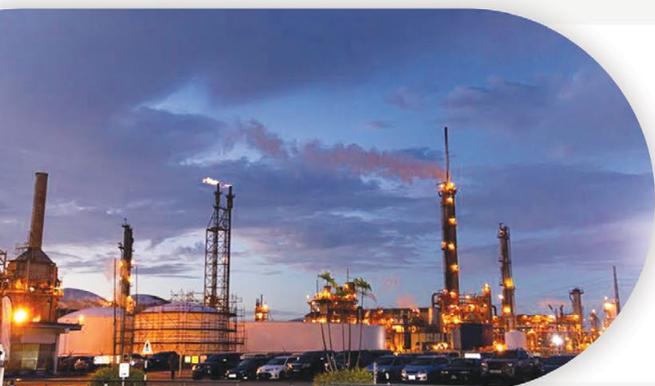
Elevating Safety, Innovating Agriculture and Leading with Resilience

Yara Trinidad Ltd. proudly celebrates its achievements in safety, agriculture, environmental stewardship, and operational excellence! Here are few of our 2024-25 highlights:

Recognizing HSE Excellence Nationally

- Nov 10, 2025: Yara received the HSE Excellence Award at **Amcham TT's 15th Annual National Excellence in HSE Awards Ceremony**.

Safety is at the heart of all our operations. It is our license to operate! We believe that all accidents are preventable and we take precautions to ensure everyone is **Safe by Choice**, not by chance!



Toward Operational Resilience

- In our context, **Operational Resilience** is the ability to anticipate, prepare for, respond to, and adapt to disruptions while maintaining exceptional performance and protecting our people, assets, and the environment.

Receiving this award demonstrates Yara's commitment to continuous improvement and highlights our collaborative effort in driving operational excellence. This is achieved through empowered people and strong, reliable systems.

Innovating Agriculture at Home

- Amid global food security challenges, sustainability is at the core of Yara's strategy to assist in the development of more secure food systems, possible through sustainable agriculture.

Nov 2024: Yara Partnered with the U.W.I to develop the **'Farmer Soil Nutrition Support Project'** for nationwide use in Trinidad and Tobago. This project is aimed at advancing R&D in Integrated Soil Fertility management, nutrient stewardship and climate smart agriculture.



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The opinions expressed in the editorial contributions in Linkage may not necessarily be those of AMCHAM T&T. We welcome any comments you might have! Simply email a “Letter to the Editor” to the AMCHAM T&T Secretariat to

kennedymaraj@amchamtt.com

AMCHAM T&T'S VISION

As **The Pathway To The Americas**, AMCHAM T&T is focussed on the stimulation and promotion of trade, investment and export oriented growth in the Western Hemisphere.

AMCHAM T&T'S MISSION

AMCHAM T&T will add value to our member companies within the following key focus areas:

- Enhancement of Competitiveness
- Generation of New Business and Market Access for Services/Goods
- Influence on Policies and Legislation
- Transfer of Knowledge
- Contribution to Sustainable Development

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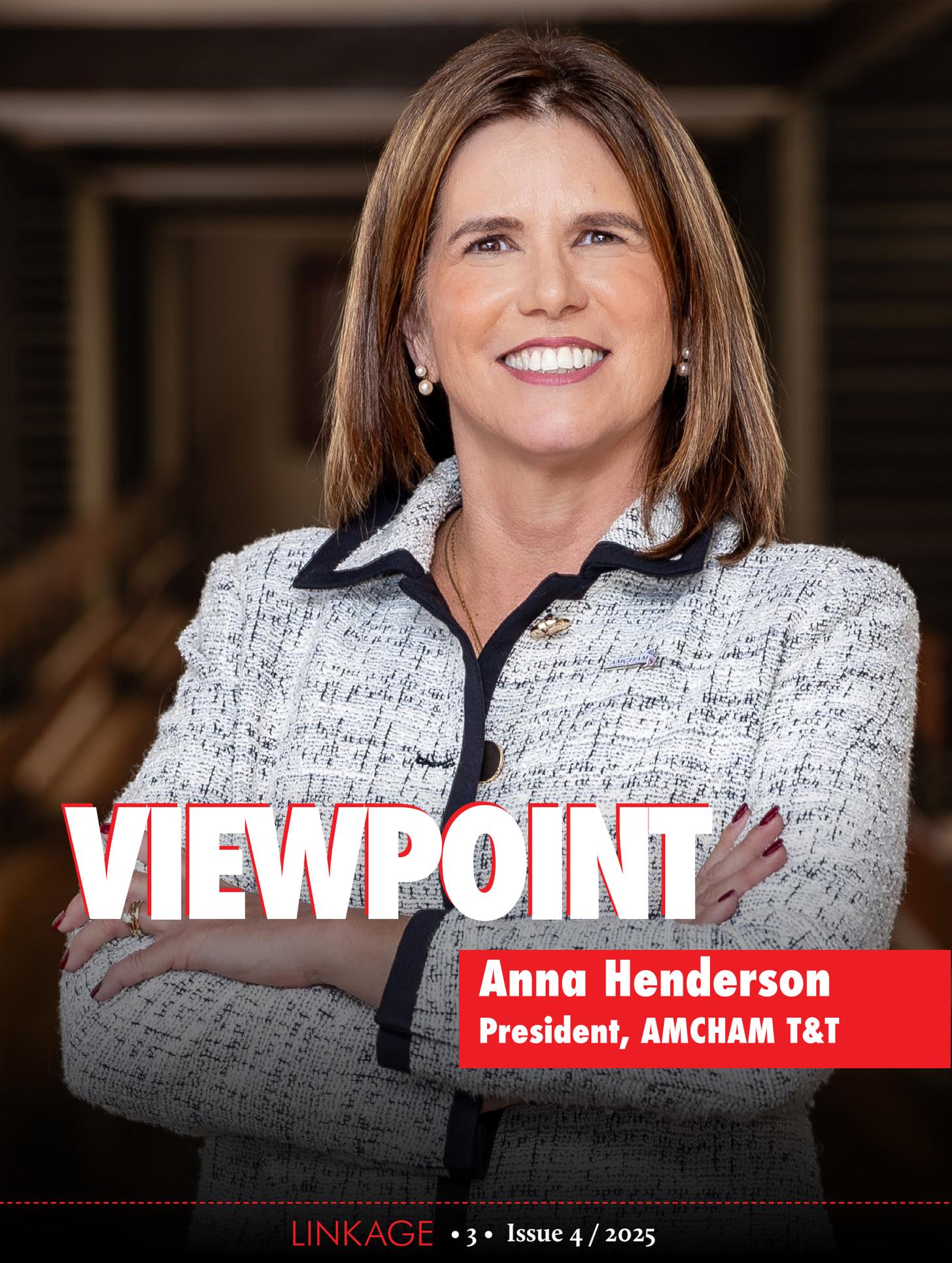
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VIEWPOINT

Anna Henderson
President, AMCHAM T&T

VIEWPOINT

By Anna Henderson

AMCHAM T&T PRESIDENT

I recently had the privilege of delivering the Welcome Remarks at our 29th Annual HSSE Conference & Exhibition on November 11, 2025, and I would like to share a few reflections on what HSSE must mean for us now—particularly under the theme *HSSE 360: Innovation for Resilience*.

At its core, this theme challenges us to think boldly—not only about new technologies or systems, but about mindsets. Innovation goes hand in hand with resilience. This requires us to ask difficult but necessary questions: How do we lead with courage? How do we embed HSSE and sustainability into every decision we make? Resilience is not built in moments of calm—it is forged in times of change.

AMCHAM T&T, through our HSSE Committee, is actively moving this conversation from theory to practice. We consistently champion progressive approaches that go beyond traditional, compliance-driven models. This includes promoting Human and Organisational Performance (HOP), which reframes safety around human factors other than judgment and blame. We also elevate the importance of psychological safety in the workplace, recognising that truly resilient organisations are built on cultures where people feel safe to speak up.

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At the same time, our HSSE lens has expanded to reflect emerging and interconnected risks. Through our programming and advocacy, AMCHAM T&T has highlighted cybersecurity as a critical HSSE issue, acknowledging that digital threats now pose serious risks. By facilitating access to global experts and innovative practitioners—and by advocating for modernised policies and standards—we are helping our members to adopt new technologies responsibly and embed HSSE innovation across their organisations.

This edition of LINKAGE comes at a pivotal moment when technological advancement continues to redefine how organisations manage risk and build resilience. AI, for example, is transforming HSSE by enabling a shift from reactive systems to predictive safety models—from advanced hazard detection and predictive maintenance to environmental monitoring and real-time analytics. These tools are no longer optional; they are becoming essential elements of a modern HSSE framework.

However, innovation must always be balanced with responsibility. As technology expands what is possible, it also introduces new risks. Cyber threats, environmental vulnerability and regulatory complexity demand that resilience be embedded into the DNA of every business decision. Protecting people, assets and communities requires

Resilience extends beyond technology and procedures. It is about leadership.

not just smarter systems but strong governance.

Ultimately, resilience extends beyond technology and procedures. It is about leadership that has to put safety, ethical decision-making, respect for the environment and human dignity as core priorities and not afterthoughts.

As you engage with this edition of LINKAGE, I encourage you to reflect on what HSSE 360 truly means for your organisation. Do you treat HSSE as a compliance exercise—or as a strategic compass? Are you investing in the tools that allow resilience to flourish? Are you prepared to lead boldly through uncertainty?

Let this issue be more than a collection of insights. Let it be a call to action—to lead with purpose and to make HSSE 360 a lived reality.

Thank you for being part of this journey, and for your continued commitment to a safer and more resilient Trinidad and Tobago. ■



WELCOME

Nirad Tewarie
CEO, AMCHAM T&T

WELCOME

By Nirad Tewarie

AMCHAM T&T CEO

At this moment in our national and global journey, I believe it is important for all of us—leaders, professionals and citizens—to pause and reflect on what it truly means to lead in an environment defined by uncertainty. Because the reality is this: uncertainty is no longer an occasional disruption. It has become a defining feature of our time.

Whether we are confronting economic shifts, the growing impacts of climate change or rapid advances in technology, we are operating in a landscape where risk is ever-present. Yet, the question that matters most is not how we avoid uncertainty, but how we respond to it.

Uncertainty can either paralyse us or propel us forward. History has shown that every meaningful breakthrough in business, in safety and in society has come from those who chose to see opportunity where others saw only danger. Take the energy transition, for example. For some, it represents

Automation and AI may appear to threaten traditional ways of working, but used wisely, they create entirely new avenues for innovation and employment.

disruption. But for others, it is one of the greatest opportunities of our lifetime to redefine how we power our economy, protect our environment and prepare our society for the future.

The same is true for technology. Automation and AI may appear to threaten traditional ways of working, but used wisely, they enhance safety, boost productivity and create entirely new avenues for innovation and employment. What we sometimes perceive as risk can, in fact, be the gateway to growth.

This is why, especially now, leadership matters. And in times like these,

leadership becomes more than just a sequence of decisions. It becomes an act of clarity in the midst of confusion.

When uncertainty grows, people look to leaders not for perfection, but for consistency.

Consistency of values.

Consistency of principles.

Consistency in doing what is right—even when it is difficult.

HSSE has always been fundamentally about leadership. Not the symbolic kind, but the kind that transforms uncertainty into progress. The kind that does not wait for perfect conditions, but acts with purpose. Leading with HSSE means leading with your values and innovating even in the face of adversity. That is where true resilience is built. Not in the absence of risk, but in our ability to rise, adapt and grow because of it.

So, as we explore the theme **HSSE 360: Innovation for Resilience** in this issue of LINKAGE, I encourage each of us to think about the broader meaning of our work. Whether in our companies, our communities or our country, leadership in uncertain times requires the courage to stay grounded in our principles,

Leading with HSSE means leading with your values and innovating even in the face of adversity. That is where true resilience is built.

the humility to keep learning and the integrity to lead with compassion.

If we do that—together—then even in the face of uncertainty, we will continue to find opportunity. Not only for our businesses, but for our people and for Trinidad and Tobago.

I invite you to engage with the articles from our expert contributors in this edition. As you read, I hope you are reminded that your work in HSSE is not only helping build safer operations, it is helping build a safer, more compassionate and more resilient world. ■

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HSSE 360: INNOVATION FOR RESILIENCE

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HSSE 2025: INNOVATION FOR RESILIENCE

A Shared Vision for Safety, Growth and National Strength

The 29th Annual Health, Safety, Security and Environment (HSSE) Conference & Exhibition, hosted by AMCHAM T&T on November 11th, 2025, at the Hyatt Regency Trinidad, opened with a strong focus on how innovation and resilience are shaping the future of HSSE in Trinidad and Tobago.

Held under the theme “HSSE 360: Innovation for Resilience,” the conference brought together leaders from industry, government and civil society to examine how forward-looking governance, collaboration and technology can strengthen workplaces, communities and national outcomes.



FEATURE ADDRESS — DR THE HONOURABLE ROODAL MOONILAL, MINISTER OF ENERGY AND ENERGY INDUSTRIES

Delivering the Feature Address, Dr the Honourable Roodal Moonilal positioned resilience and innovation as central pillars of Trinidad and Tobago's energy future. He began by acknowledging AMCHAM T&T's long-standing commitment to advancing HSSE standards across the national landscape.

Linking the conference theme to the realities of the global energy sector, Moonilal noted that the oil and gas industry must confront increasingly complex challenges that demand innovative, multifaceted solutions. He highlighted recent signs of recovery and resilience, pointing out that after nearly a decade of decline, oil production rose from 52,357 barrels per day to 55,271 barrels per day, alongside increased gas output—evidence, he said, of renewed momentum within the sector.

The Minister outlined several transformative national initiatives, including the expansion of the Galeota Mega Port and the development of a 100-kilometre energy corridor from San Fernando to Mayaro, both of which are designed to enhance Trinidad and Tobago's position as a regional energy and logistics hub.

Moonilal also reaffirmed the Ministry's commitment to strengthening regulatory frameworks, streamlining approvals, accelerating project development and improving the ease of doing business. He emphasised that HSSE must be viewed not merely as a compliance requirement, but as a foundational element of long-term sustainability, competitiveness and investor confidence. Ongoing efforts to reduce greenhouse gas emissions and improve waste management systems, he noted, remain critical to protecting national resources and supporting sustainable growth.

His address concluded with a clear message: Trinidad and Tobago is well-positioned to become the premier energy logistics hub of the Americas, with HSSE excellence serving as a strategic advantage.



OPENING REMARKS - ANNA HENDERSON, PRESIDENT, AMCHAM T&T

In her opening remarks, Anna Henderson, President of AMCHAM T&T, framed the conference as a strategic imperative rather than a traditional forum. She welcomed attendees by acknowledging their shared responsibility: “Your presence reflects a shared commitment to something bigger than any single organisation—creating a more resilient future.”

Henderson challenged participants to rethink HSSE beyond regulatory compliance, urging a shift toward leadership, culture and mindset. “Innovation is not just about new technology—it’s about new mindsets,” she said, calling on leaders to embed safety and sustainability into every decision they make.

She cautioned that past success does not guarantee future survival, referencing historical examples of companies that failed to adapt. Highlighting the growing role of artificial intelligence, Henderson noted that HSSE systems are evolving

from reactive to predictive models, while also warning that “innovation without protection is risk and disruption without preparedness is danger.” This, she stressed, makes cybersecurity and digital resilience non-negotiable.

Referencing the impact of Hurricane Melissa, Henderson reminded delegates that climate change is an immediate and present threat. “Resilience is not about returning to what was—it’s about preparing boldly for what’s next,” she said, encouraging participants to use the conference as a platform to reimagine HSSE as a driver of empowerment and progress.



TITLE SPONSOR REMARKS — JEAN ANDRE CELESTAIN, CEO, ATLANTIC LNG

As Title Sponsor, Jean Andre Celestain, CEO of Atlantic LNG, welcomed delegates with a message grounded in optimism and shared purpose. He described attendees as “true safety champions, innovators and leaders who care deeply about the future of our country.”

Celestain emphasized that resilience is not simply about surviving disruption, but about thriving through it. “Resilience is about responding to challenges with agility and purpose,” he said, encouraging participants to embrace change with confidence.

Highlighting Atlantic LNG’s own digital transformation journey, Celestain showcased innovations such as the Initial Incident Notification App, PLEA GateCheck System and a Digital Twin tool, all designed to enhance collaboration, efficiency and HSSE performance. These initiatives, he noted, demonstrate how technology—when paired with human ingenuity—can strengthen organisational resilience.

Celestain showcased innovations such as the Initial Incident Notification App, PLEA GateCheck System and a Digital Twin tool — all to enhance HSSE performance.

He concluded by challenging HSSE leaders to reflect on their own readiness: “How can I prepare my workplace not just to respond to change—but to lead it?” ■

BUILDING POWERFUL PARTNERSHIPS

Nucor is North America’s most diversified and sustainable steel and steel products company. Our challenge is to become the world’s safest steel company.

We live each day with gratitude for the families, customers and partners that make our work possible. Nucor is proud to be a part of a circular economy, minimizing waste and energy use and reusing materials so that almost nothing is discarded.

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(L-r) Asif Ali – Permanent Secretary in the Ministry of Health; Dr. The Hon. Rishad Seecheran – Minister in the Ministry of Health; Dr. The Hon. Lackram Bodoe – Minister of Health; Nirad Tewarie – CEO, AMCHAM T&T; Melissa Pierre – Senior Trade and Policy Specialist, AMCHAM T&T; Gerard Rajkumar – Manager and Lead Consultant, Sygma Environmental & Head Judge of the HSE Awards

Leadership Rooted in Values: Celebrating Excellence in HSE

AMCHAM T&T's 15th Annual National Excellence in HSE Awards

“FIFTEEN YEARS – THAT’S A SIGNIFICANT MILESTONE.”

With those words, Nirad Tewarie, CEO of AMCHAM T&T, opened the 15th Annual National Excellence in HSE Awards on November 10th, 2025, at the Hyatt Regency, Port-of-Spain.

In his Opening Remarks, Tewarie noted the impact and evolution of the event, “this event has evolved from a recognition programme into something much more meaningful: a movement of people and organisations committed to a shared belief that safety, health and care for the environment are not just workplace priorities; they are fundamental human values.” The ceremony honoured companies and individuals who have gone above and beyond to protect their people, communities, and the environment—strengthening not only their organisations, but the wider society they serve.

Congratulating the finalists, Tewarie affirmed their leadership: “You are leading by example and showing us what’s possible when HSE isn’t just a box to tick, but a value to live by.” He said that the Awards were not about compliance alone, but about leadership that transformed uncertainty into progress. “The companies and individuals we honour tonight didn’t wait for perfect conditions to act,” he said. “They led with purpose, made decisions guided by their values, and found ways to innovate through adversity.”

This message of resilience resonated throughout the evening. As Tewarie reminded attendees, “resilience is not the absence of risk, but the ability to rise, learn, and grow because of it.” He

EXCELLENCE IN HSE AWARD

The Excellence in HSE Award is the night’s top honour. It recognises successful business models from organisations that uphold HSE as a key business value and excel in both HSE and business performance.

WINNER

ENERGY – LARGE COMPANY:

Yara Trinidad Limited



HONOURABLE MENTION

SERVICES – SMALL COMPANY:

Sonriz Engineering Services Limited



HSE EVOLUTION AWARD

This Award recognises changes made that fundamentally enhance the HSE system performance of the organisation in a transformational manner.

WINNERS: MANUFACTURING – LARGE COMPANY:

**Acado Foods. A Division of
Acado Trinidad Limited**



SERVICES – LARGE COMPANY:

**Trinidad and Tobago Unit Trust
Corporation**



ENERGY – LARGE COMPANY:

Nu-Iron Unlimited



challenged leaders to carry that spirit beyond the Awards ceremony—into workplaces, homes, and communities—highlighting that leadership in uncertain times demands courage, integrity, compassion, and a commitment to continuous learning.

The evening also featured a compelling Feature Address from Dr. The Hon. Lackram Bodee, Minister of Health, who placed the protection of human life at the centre of HSE leadership, reminding attendees that this responsibility transcends regulation.

“The safety of the people shall be the highest law.”

He highlighted the global consequences of inadequate occupational health and safety practices, citing International Labour Organization data that underscores the heavy human and economic toll. “Recent health crises... exposed vulnerabilities and reminded us that health and safety are not optional, they are foundational.”

Dr. Bodee outlined the Ministry of Health’s ongoing efforts to strengthen workplace health frameworks, promote mental wellness, and align national policies with international standards. He also called for a broader approach to HSE, advocating for the evolution toward a Health, Wellness, Safety and Environment (HWSE) framework that better reflects modern workplace realities.

In closing, he commended the awardees for setting a standard that others can follow and reaffirmed the shared responsibility to build safer, healthier, and more resilient workplaces across the nation.

As the ceremony drew to a close, Tewarie invited attendees to reflect on the broader impact of their work: “Think of your work not only as building safer companies but as helping to build a safer, more compassionate world.” It was a fitting conclusion to an evening that celebrated excellence, honoured leadership, and reaffirmed AMCHAM T&T’s commitment to advancing HSE standards across Trinidad and Tobago. AMCHAM T&T extends sincere thanks to all sponsors and partners whose continued support makes this programme possible, including bpTT, who stepped in as Title Sponsor, and all organisations that remain committed to promoting safety, health, and environmental stewardship. ■

TOWARDS OPERATIONAL RESILIENCE

The Award considers the state of preparation to respond to a disruption and the state of enhanced resilience through business continuity management processes as defined by ISO 22301:2019.

WINNER
ENERGY – LARGE COMPANY:

Yara Trinidad Limited



HONOURABLE MENTION
SERVICES – LARGE COMPANY:

ASCO Logistics Limited



OUTSTANDING OSH AND ENVIRONMENT PROJECT AWARD

This prestigious award seeks to recognise and inspire entities that are committed to forging the path toward HSE excellence by the implementation of a project. Companies vying for this award must have their projects completed and result in significant and sustainable improvement in any one or more elements of the organisation's Health, Safety, Environment, and Employee/ Stakeholder Wellness. The award is given to companies in the Energy, Manufacturing, and Services Sectors that belong to the LARGE, MEDIUM, and SMALL business categories.

WINNERS

ENERGY – SMALL COMPANY CATEGORY:

La Brea Industrial Development Company Limited



ENERGY – LARGE COMPANY CATEGORY:

National Energy Corporation of Trinidad and Tobago Limited – Phase II Renewable Energy and Energy Efficiency Education Project



SERVICES – LARGE COMPANY:

Airports Authority of Trinidad and Tobago Limited





AN OSH HANDBOOK FOR SMEs

written by Ria Sooknarine
OSH Professional

SMEs are the backbone of Trinidad and Tobago's economy, yet many operate without formal safety training or dedicated OSH personnel.

Recognising this reality, AMCHAM T&T, in collaboration with the International Labour Organization (ILO) Decent Work Team and Office for the Caribbean, has developed *Safety Made Simple: A Practical Guide to Protecting Your People, Your Business, and Your Bottom Line.*

The handbook was created to demystify workplace safety and health, offering SMEs a clear, practical, and easy-to-use framework for managing risks and meeting basic legal obligations. Rather than focusing on complex technical standards, it provides straightforward guidance that can be applied immediately in everyday business operations.

Safety Made Simple is designed specifically for business owners, managers, and supervisors who may not have formal safety training but are committed to creating safer, more organised, and compliant workplaces. The guide walks users through the essentials of occupational safety and health, helping them understand their responsibilities while offering practical steps to identify hazards, reduce risks, and build safer work practices.

Importantly, the handbook reinforces that workplace safety is not just a regulatory requirement—it is a business advantage. By improving working conditions, companies can protect their reputation, reduce injuries and downtime, lower costs, and strengthen employee morale and productivity.

WHO SHOULD USE THIS HANDBOOK?

The handbook is intended for anyone involved in running or supporting daily business operations, particularly within

organisations that do not have dedicated safety professionals. It is especially useful for:

- Business owners and managers seeking to organise work safely and meet safety and health requirements
- Supervisors responsible for guiding staff and maintaining safe work practices
- Workers and safety representatives who can help identify hazards and suggest improvements
- Contractors and service providers who must comply with company safety rules while working on-site

By engaging all levels of the organisation, the guide promotes a shared responsibility for safety, making it a natural part of daily work rather than an afterthought.

BUILDING A CULTURE OF SAFETY

At its core, Safety Made Simple emphasises that good safety management is good business management. The handbook explains how to meet basic legal duties while fostering a culture where safety is embedded into routine operations. It encourages businesses to move beyond compliance and view safety as a tool for long-term sustainability, resilience, and trust. ■

THE ESG ADVANTAGE

Strengthening Business Resilience
in an Era of Disruption



By Alex Smith
CEO of FuturePlus

The business landscape is being reshaped by forces that won't wait for anyone to catch up. Climate volatility, economic uncertainty and evolving social expectations test even the strongest organisations.

Yet here's the opportunity many are missing. Businesses that embrace Environmental, Social, and Governance (ESG) management are doing more than ticking compliance boxes. They're building intelligence into their operations that makes them more resilient and more competitive: better equipped to navigate whatever disruption comes next.

WHY BUSINESSES CAN'T AFFORD TO WAIT

ESG isn't going away. International investors are making funding decisions based on sustainability performance. Supply chain partners are demanding environmental and social data. Customers increasingly choose businesses that demonstrate a genuine commitment to responsible practices. And regulators worldwide are implementing mandatory sustainability disclosure requirements.

For businesses competing on the global stage, strong ESG performance is rapidly becoming non-negotiable. But here's what makes this moment different: the



tools to manage ESG effectively are now accessible and affordable for businesses of all sizes, not just multinational corporations with dedicated sustainability departments.

This levels the playing field. Whether you're running a manufacturing operation, a tourism business, or a financial services firm, you can now access the same quality of ESG intelligence as any listed company. You can measure and manage your environmental impact with the same rigour as an international chain. The barrier isn't resources anymore, it's the decision to start.

Image: 89stocker/Freepik

BEYOND COMPLIANCE: THE INTELLIGENCE REVOLUTION

Here's what separates businesses that struggle with ESG from those that thrive. The best performers don't treat sustainability as a compliance exercise, but as a source of competitive intelligence.

Strip away the jargon, and ESG is fundamentally about understanding your business better.

It's about having reliable, primary-sourced data on the things that actually impact your operations, such as energy use, water consumption, workforce wellbeing, supply chain stability, community relationships, and governance effectiveness.

The shift from reactive compliance to proactive resilience happens when you start asking better questions. Instead of "What do we need to report?" ask "What does our environmental

data tell us about operational efficiency?" Instead of "How do we meet social responsibility requirements?" ask "How does investing in our workforce strengthen business continuity?"

Every ESG metric should tell you something useful about your business.

High energy consumption might signal operational inefficiencies. Employee turnover rates reveal retention challenges before they become crises. Supply chain

data highlights vulnerabilities before disruptions hit. Community feedback provides early warning of reputation risks.

When you measure these factors systematically with verified, forward-looking data, patterns emerge. You stop reacting to problems and start anticipating them. That's the shift from compliance thinking to resilience thinking, and it's where the competitive advantage lives.

TURNING REGIONAL CONTEXT INTO STRATEGIC ADVANTAGE

The operational environment presents a specific convergence of risks that makes integrated ESG approaches essential rather than optional.

Climate adaptation is part of annual business planning. We model scenarios not as an exercise but because operations depend on it, such as supply chain continuity during hurricane season, infrastructure resilience against intensifying storms, and business continuity plans that account for changing weather patterns. Companies using climate data to drive operational decisions maintain continuity, while others face prolonged disruptions.

Supply chain resilience requires different strategies in island economies. Import

dependence means global disruptions hit harder and recovery takes longer. Mapping supply chain risks, diversifying suppliers, and investing in local procurement builds resilience against international shocks. The intelligence to make these decisions, supplier reliability data, local capacity assessments and logistics vulnerability analysis, transforms ESG from paperwork into a strategic advantage.

Talent management in competitive regional markets demands attention to retention. When skilled workers have mobility, workplace culture and development opportunities become critical differentiators. Organisations tracking workforce wellbeing, safety performance and career progression identify and address retention risks before losing valuable employees.

This social data directly impacts operational capability.

Stakeholder relationships operate in a tighter network, especially in island nations. When employees, customers and community members overlap significantly, trust affects multiple dimensions of business simultaneously. A single incident can rapidly impact workforce morale, customer loyalty and regulatory relationships. Businesses that monitor community sentiment

Stakeholder relationships operate in a tighter network, especially in island nations. A single incident can rapidly impact workforce morale, customer loyalty and regulatory relationships.

and maintain transparent stakeholder engagement identify issues early and preserve their operating environment.

THE PILLARS THAT BUILD RESILIENCE

Effective ESG management addresses five interconnected areas, each providing practical business intelligence:

1. Climate resilience means using weather pattern data to inform operational decisions, whether supply chains hold up during peak storm season, whether facilities can withstand more intense weather events, and whether business continuity plans reflect actual climate conditions. Companies

modelling these scenarios and adapting infrastructure maintain operations while competitors recover.

2. Environmental management covers resource efficiency and ecosystem protection. Optimising water use in water-constrained environments provides operational security. Reducing waste lowers costs while meeting tightening regulations. Environmental stewardship also protects the natural assets—coastlines, reefs, landscapes that many businesses depend on directly or indirectly.
3. Social performance encompasses workforce wellbeing, health and safety, and community relationships. Strong safety cultures mean fewer operational disruptions from incidents.

Investing in employee development helps retain talent in competitive markets. Positive community relationships secure the social license to operate, which is critical when business and community are deeply interconnected.
4. Economic sustainability examines business model resilience and local economic contribution. Diversifying suppliers reduces vulnerability to global disruptions. Investing in local procurement strengthens

Positive community relationships secure the social license to operate, which is critical when business and community are deeply interconnected.

regional economies while building supply chain resilience. Economic sustainability means creating value for all stakeholders, building businesses that can weather economic turbulence.

5. Diversity and inclusion ensure organisations harness available talent and perspectives fully. In multicultural environments, inclusive workplaces attract better talent, make better decisions and connect more effectively with diverse customers. It's strategic, not just ethical.

WHY ACTION MATTERS NOW

Real change happens when everyone participates. When businesses of all sizes embrace sustainability, collective impact multiplies. Momentum builds, making it

easier for others to follow and harder for anyone to be left behind.

The region's businesses are positioned to shape its economic future. That requires both the right tools and the right approach. The tools now exist, accessible, affordable and designed to serve businesses of all sizes. The shift is already underway from viewing ESG as an obligation to recognising it as an intelligent business practice.

Timing matters. Businesses investing in ESG capabilities now are building resilience ahead of market requirements.

Timing matters. Businesses investing in ESG capabilities now are building resilience ahead of market requirements. They're accessing capital more easily, strengthening their position in global supply chains, attracting talent and building operational advantages that compound over time.

BUILDING FORWARD

There are environmental, social and economic headwinds that would challenge any region. The opportunity is to apply the same business acumen that's built successful enterprises to the challenge of operating sustainably.

Resilience means building systems that absorb shocks, adapt quickly and emerge stronger. Integrated ESG management provides exactly this capability. It transforms fragmented risk management into holistic intelligence. It converts compliance requirements into strategic assets. It aligns business success with environmental stewardship and social wellbeing.

The businesses that will define the future are those starting their ESG journey now. They're measuring what matters, managing risks proactively, and building resilience into operations. They understand that in an era of disruption, sustainability isn't separate from business strategy, it is business strategy.

That's the real ESG advantage. And it all adds up. ■

Alex Smith is the CEO of FuturePlus, empowering businesses to achieve ambitious environmental and social impact through accessible sustainability solutions. A passionate sustainability advocate, she serves as trustee for the Better Coffee Foundation and is a TEDx speaker inspiring widespread adoption of sustainable practices across industries.

For more information about accessible ESG management solutions for businesses of all sizes, visit future-plus.co.uk



FROM HYPE TO REALITY

How Caribbean
Businesses Can
Stay Secure in
the Age of AI

Across Trinidad & Tobago and the wider Caribbean, AI has quietly moved from buzzword to daily habit. Employees are asking chatbots to draft emails, summarise reports and even write code. Many leaders didn't formally "launch" an AI programme—people simply started using public tools to get their work done faster.

A

t the same time, some of the most critical sectors for our society, such as public administration, education, banking and insurance, are going further. Governments are exploring AI assistants to help citizens navigate services. Universities are experimenting with AI to support students and automate back-office tasks. Banks and insurers are using AI to score risk, detect fraud and personalise customer interactions. In short, AI is no longer something “out there”; it now sits inside the workflows that run our economies.

AI IS GETTING INSIDE EVERY WORKFLOW – BUT WHERE ARE THE GUARDRAILS?

We are looking into huge benefits, but also a quieter reality: every new AI use case adds a layer of security risk, safety risk and privacy risk that boards and regulators will eventually ask about.

On the employee side, one of the biggest risks is surprisingly simple. It only takes one well-intentioned person pasting a client contract, a confidential financial forecast or a list of high-value customers into a public GenAI tool for that information to leave the organisation’s control. Even if the provider promises to protect data, the company is still accountable to its customers, shareholders and regulators. In parallel,



By Angelo Liriano
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AI systems are being used for highly personal and sensitive topics. If an AI tool embedded in an HR portal, wellness app or citizen-facing service is asked how to self-harm, abuse a partner or evade law enforcement, the organisation providing that channel has a real duty of care.

Guardrails are not a “nice to have”; they are the foundation of basic governance.

For companies building or fine-tuning their own models, the risk surface expands again. When you train an AI system on your own data and expose it to customers or citizens, you are no longer just a user of technology; you are, in

effect, an AI producer. That comes with responsibilities, and with new threats such as data and model poisoning.

In a data poisoning attack, adversaries subtly manipulate the training data so that the model learns the wrong behaviour in specific situations, for example, consistently misclassifying certain types of transactions.

In model poisoning, attackers can modify an open-source model and re-upload it so it behaves normally most of the time but produces misleading or harmful answers when triggered by certain prompts.

The “PoisonGPT” experiment made this very real. Researchers took a well-known open-source model, introduced targeted changes and then published it to a public repository under a legitimate-sounding name. The model looked fine, but it was able to spread tailored misinformation such as “The Eiffel tower is located in Rome”. That demonstration by the French researchers Mithril Security was not a theoretical paper; it was a warning for every organisation that pulls models



Image: tohamina and aintryoz/Freepik

or datasets from the internet and plugs them into business critical workflows.

At the same time, AI is moving onto the attacker's side of the chessboard. The most striking example disclosed so far came from Anthropic, the company behind the Claude model. In a recent report, they described how a Chinese state-aligned group used Claude to run a full cyber espionage campaign. Around 80–90% of the operational work in that campaign was done by AI: mapping targets, researching technologies, generating scripts and helping sequence the attack steps. Humans were still in charge, but AI dramatically accelerated the process.

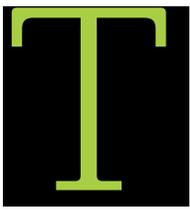
This shift is happening against a background of rising pressure on critical sectors. The October 2025 Cisco Talos Incident Response report highlighted that public administration has now become the most targeted vertical in their caseload, based on real incidents they investigated globally. Immediately behind it came telecommunications, healthcare and financial services. That mirrors what many of us in the region are feeling: governments, regulators, telecom operators, hospitals and banks sit at the centre of our economies, and any disruption during an AI-accelerated attack would have outsized impact on citizens and businesses.

SO, WHAT CAN CARIBBEAN COMPANIES REALISTICALLY DO?

The first step is cultural, not technical: building a risk-centric mindset around AI. That means treating AI like any other powerful capability—useful but governed. Employees need awareness training that goes beyond traditional phishing examples to cover AI-specific situations: what can and cannot be pasted into AI tools, how to spot AI-generated scams, what to do if an AI system produces a suspicious or harmful answer.

Leaders need to send a clear message that AI is strategic, but that security, safety and privacy are non-negotiable.

The second step is to adopt a reference framework, so the conversation is not driven purely by instinct or headlines. The NIST AI Risk Management Framework is one of the most widely recognised starting points. It encourages organisations to identify where AI is used, which data it touches, who could be harmed if something goes wrong and what controls are needed to manage that risk. For a Caribbean context, this does not have to be a massive compliance project. Even a lean adaptation mapping key AI use cases by industry aligned with basic risk criteria can help align boards, CISOs, CIOs, legal and business leaders around a common language.



The third step is turning principles into concrete controls. Organisations should start by gaining visibility into AI usage:

which tools are being used on corporate devices and networks, what kinds of data are flowing into them, where high-risk use cases sit. They should maintain a clear inventory of their AI assets such as models, datasets and applications and continuously validate them, including through “algorithmic red teaming,” much like we already do with our network. From there, technical guardrails can be introduced: preventing sensitive data from being sent to unauthorised tools, enforcing access controls around internal AI platforms, adding safety and content filters to citizen- or customer-facing systems and integrating AI signals into broader security monitoring and incident response.

It is also crucial to clearly define data requirements before launching any AI development initiative: what data is needed, where it is stored, who can access it. This is where Sovereign AI becomes especially powerful for the Caribbean—by keeping sensitive data, models and critical workloads under local or regional control, we can build AI that truly reflects our laws, values and realities. Trinidad & Tobago is uniquely positioned to lead in this space: a strong base of IT and engineering

talent, a strategic geographic position linking America, and deep commercial relationships across the region make it an ideal hub for trusted, locally governed AI that delivers better services for both businesses and citizens.

Finally, human oversight remains essential. No matter how advanced models become, we should not delegate high-impact decisions entirely to machines. Credit approvals, major payments, disciplinary actions, clinical recommendations and changes to critical infrastructure should all retain a human in the loop, with clear escalation paths when AI outputs conflict with company values, laws or simple common sense. Ethics, in this sense, is not a separate academic topic; it is the disciplined practice of asking, “Should we act on this AI recommendation?” before we do.

For members of the wider Caribbean business community, AI is an extraordinary opportunity to innovate, differentiate and serve citizens and customers in new ways. But the move from hype to reality will not be measured by how many tools we deploy. It will be measured by whether our customers, partners and regulators can trust the way we use them and whether we are ready for a world where malicious actors are using AI too. ■

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CREATE AN AI ROADMAP

AI and the Caribbean SME



Across the Caribbean, AI is no longer a distant concept discussed only in technology forums. It is increasingly embedded in everyday business tools—answering customer queries, summarising documents, forecasting demand, and supporting management decisions.

For SMEs, this shift represents a significant opportunity to improve efficiency and competitiveness in markets that are often cost-sensitive and highly relationship-driven.

At the same time, AI introduces new risks that many organisations are not yet fully prepared to manage. In small economies where reputation travels quickly and regulatory expectations are rising, a single misstep involving data, automated decisions, or misleading outputs can have consequences far beyond the immediate incident. For Caribbean SMEs, the question is no longer whether AI should be adopted, but how it can be used responsibly and sustainably.

For SMEs, long-term success will depend not on access to AI, but on the quality of decisions surrounding its use. A practical, business-led AI roadmap grounded in risk awareness and accountability offers a path to innovation that is both ambitious and responsible.

CREATE AN AI ROADMAP

Artificial intelligence will continue to shape how Caribbean businesses operate. As tools become more powerful and accessible, the gap between those who use AI deliberately and those who adopt it haphazardly will widen.

The answer lies not in complex technology strategies, but in a clear and practical roadmap that balances innovation with sound risk management.

Caribbean SMEs typically operate with lean teams, overlapping roles, and limited tolerance for disruption. Unlike



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large multinational corporations, they do not have the luxury of absorbing reputational damage or prolonged compliance challenges. Trust—whether from customers, regulators, or business partners, is often one of their most valuable assets.

As AI tools become more accessible, many businesses are experimenting informally, sometimes without clear rules around data usage, accountability, or oversight. This creates exposure to risks such as unintended data sharing, biased or inaccurate automated outputs, and dependence on third-party platforms that operate outside regional regulatory frameworks. Without structure, what begins as innovation can quickly become vulnerability. A clear AI roadmap helps organisations move from ad-hoc experimentation to disciplined

execution, ensuring AI strengthens the business rather than undermining it.

STARTING WITH BUSINESS REALITY, NOT TECHNOLOGY TRENDS

Successful AI adoption in the Caribbean begins with practical business needs, not global technology trends. SMEs that gain real value from AI typically focus on a small number of well-defined use cases, automating customer interactions, improving document handling, supporting financial analysis, or enhancing operational reporting.

By starting with clearly articulated business objectives, leaders can better assess whether AI is the right tool for the job and how success should be measured. Just as importantly, this approach makes it easier to identify potential risks early, before AI systems begin to influence customers, employees, or regulatory outcomes. AI should serve the business, not dictate it.

SETTING CLEAR EXPECTATIONS FOR RESPONSIBLE AI USE

Effective AI governance does not require lengthy policy documents or heavy bureaucracy. For most SMEs, clarity matters more than complexity. Establishing a small set of guiding principles can go a long way in shaping responsible behaviour across the organisation.



Start with clearly articulated business objectives. Is AI the right tool? How can success be measured? How can you identify risks early?

These principles often emphasise that AI supports, rather than replaces, human accountability; that sensitive information must be handled carefully; and that AI-generated outputs affecting customers or staff should be reviewed. When expectations are clear, teams are better equipped to use AI confidently while staying within acceptable boundaries. In the Caribbean context, where data protection and ethical considerations are increasingly under scrutiny, these principles help align AI use with local legal and cultural expectations.

KEEPING OVERSIGHT PRACTICAL AND PROPORTIONATE

Governance should enable innovation, not slow it down. For SMEs, the most effective oversight models are simple and shared. A small group often including business leadership, IT, operations, and finance can provide sufficient oversight by periodically reviewing AI use cases, approving new tools, and addressing emerging risks.

This shared ownership model ensures AI decisions are aligned with business priorities and that responsibility does not rest with a single individual or department. It also reflects the reality of many Caribbean organisations, where collaboration across functions is essential.



UNDERSTANDING THE RISKS THAT MATTER MOST

AI introduces risks that differ from traditional systems. Outputs may be probabilistic rather than predictable, models can change over time, and many tools rely on third-party platforms operating beyond local jurisdictions.

For Caribbean SMEs, the most significant risks often involve data privacy, accuracy of customer-facing outputs, bias in automated recommendations, and overreliance on external vendors. Rather than attempting to address every possible risk, organisations are better served by focusing on those that could most directly affect trust, compliance, and continuity.

By prioritising risks based on likelihood and impact, businesses can allocate their limited resources more effectively.

The most significant risks:

- *data privacy*
- *accuracy of outputs*
- *bias*
- *overreliance on external vendors*



BUILDING CAPABILITY OVER TIME

AI maturity is not achieved in a single step. Most SMEs progress gradually, first establishing basic controls and ownership, then strengthening oversight and skills, and eventually refining governance as AI use becomes more embedded in the business.

This phased approach allows organisations to learn from experience, adapt to changing regulations, and scale AI use without introducing unnecessary disruption. It also aligns with the realities of SME growth in the Caribbean, where incremental progress is often more sustainable than large, rapid transformations.

RESPONSIBLE AI AS A COMPETITIVE ADVANTAGE

In a region where relationships and reputation are central to business success, responsible AI use can become a differentiator. Organisations that demonstrate discipline in how they use AI are better positioned to build trust, attract partners, and respond to regulatory change with confidence. Rather than viewing governance as a constraint, forward-looking SMEs are beginning to see it as an enabler one that allows them to innovate safely and consistently. ■

THE INVISIBLE HAZARD

Cyber Threats
Reshaping HSSE



In today's hyperconnected world, some of the most dangerous hazards remain unseen. Cyber threats, once confined to IT, now ripple across every HSSE layer. As digital systems underpin critical operations, the line between physical safety and digital resilience blurs, forcing organisations to rethink how they protect their people, their assets, and the environment.

Cyber-attacks with the greatest impact on HSSE are those that strike at the heart of operational resilience. They transcend the digital realm and trigger real-world consequences such as physical harm and environmental damage.

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Trinidad and Tobago and the wider CARICOM region are no strangers to attacks on critical systems. Major incidents have made headlines across the region, but the true implications are often not comprehensively understood outside of a few specialised circles.

A TARGET-RICH ENVIRONMENT

Connected operational technology (OT) environments often overlook cyber security, leaving critical systems exposed. In addition, industrial control systems (ICS) and OT were designed for availability and control rather than confidentiality, so they often lack modern security controls and are difficult to patch or implement retroactively without disrupting operations. This digital blind spot creates fertile ground for malicious actors. Threat actors increasingly target ICS and OT networks across the world. Their tactics often combine technical exploits with social engineering, making them especially difficult to detect and counter. Exploiting weak defences, outdated technologies and human error, they

infiltrate and manipulate processes with precision and expertise.

Not all successful attacks are sophisticated; many rely on unsophisticated means such as default credentials or brute force. A threat actor's first step is gaining initial access using common attack vectors, which are widely exploited and remain effective. Once inside, the threat actor takes advantage of established trust relationships to move across the network and map critical controllers and configurations. With this understanding, the threat actor can send malicious commands and create unsafe conditions. Because digital access is coupled to physical processes, a cyber intrusion can rapidly become a safety and environmental emergency.

CYBER RISK IS A CORE SAFETY HAZARD

Cyber security should be embedded into HSSE frameworks. Hazard identification, risk assessment and incident response should include cyber-physical scenarios. Cyber risk assessments should be part of an organisation's Process Hazard Analysis framework so that cyber-initiated failure points are captured and mitigations are designed into safety cases.

Safety barriers are being redefined to include cyber controls. HSSE training should be expanded to include cyber hygiene and joint drills that simulate

There should be synergy between cyber security frameworks and process safety standards so that both functional safety and cyber safety can be assessed and demonstrated.

cyber-physical incidents to validate roles and communications.

Who owns cyber security risk and mitigation in the organisation? The answer is short but not simple: cyber security risk requires cross-functional ownership that shares accountability for safety outcomes. Reporting lines and KPIs must reflect combined cyber-safety risk rather than siloed metrics. There should be synergy between cyber security frameworks and process safety standards so that both functional safety and cyber safety can be assessed and demonstrated.

REGIONAL AND NATIONAL CAPABILITIES AND RESPONSE MECHANISMS

Recently, CARICOM IMPACS (Caribbean Community Implementation Agency

The Trinidad and Tobago Cyber Security Incident Response Team (TT-CSIRT) under the Ministry of Homeland Security conducts cyber risk assessments and responds to cyber incidents.

for Crime and Security) launched the updated CARICOM Cyber Security and Cybercrime Action Plan (CCSCAP) to strengthen regional cooperation, detection, and response mechanisms. The Cyber Fusion Unit under CARICOM IMPACS plays a vital role in the coordination of cyber threat intelligence to disruption potential attacks and the coordination of regional incident response. Locally, the Trinidad and Tobago Cyber Security Incident Response Team (TT-CSIRT) under the Ministry of Homeland Security has been trained to conduct cyber risk assessments as

well as respond to cyber incidents in OT environments. This ensures that there are specially trained personnel ready to response should a cyber-physical incident occur. TT-CSIRT also plays a key role by coordinating multi-agency responses to cyber-physical incidents, ensuring that the appropriate GORTT resources are mobilised.

The bottom line is that HSSE has evolved from protecting people and the environment against physical hazards to managing cyber-physical hazards. Your organisational culture has to evolve with it. ■



CYBER RISKS IN VENDOR PACKAGES

Why Vendor Security Matters



As the world continues to evolve and businesses grow, there are many organisations that face the continuous situation

of onboarding either new or working with existing vendors that always have the potential to introduce cyber-risks within their organisation.

While many companies try to adapt to speed-to-market performance, overlooking cyber-risks often leads to shortcomings in cybersecurity and lack of due diligence. This article focuses on helping organisations to reduce third-party cyber-risk by exploring industry frameworks and approaches in better managing and working with third-party vendors.

THE CHALLENGE WITH THIRD-PARTY VENDORS

Imagine if an organisation never relied on another company to provide products or services and did everything in-house. This means that the organisation would need to specialise in many types of industries, such as mining for acquiring materials from the earth, construction for building new offices, telecommunication for setting up network connectivity and many more. Nowadays, you'll notice there's inter-organisational linkages and resource dependencies. Whereby, not all organisations are able to acquire their



By Glen Singh

Cybersecurity Engineer, UNIPET

raw materials, build or develop their own software applications, establish long-distance network connections or labour for creating new offices.

For instance, your organisation may be categorised as a large enterprise spanning multiple countries with many branch offices. To enable employees from remote offices to share and access corporate resource, your organisation will require a Wide Area Network (WAN) solution from a Managed Service Provider (MSP) such as a local/region telecommunication provider. Using a third-party vendor such as an MSP may reduce the cost for proactive monitoring and resolution of any issue. While the in-house IT professionals can focus more the daily operations, the MSP focuses on ensuring the Managed WAN service is

always functioning and available when needed, hence reducing downtime. Alternatively, your organisation can choose to set up a Site-to-Site Virtual Private Network (VPN) using its existing firewalls on its network-edge and leveraging the skills and knowledge of its in-house IT team. However, if the VPN solution should become unavailable, the in-house IT team would be primarily responsible for resolving the issue. If they're unable to resolve the problem due to limited knowledge, skills or experience, the branch locations affected will remain unavailable. Hence, the need for using a third-party service provider in this scenario.

CYBER-RISKS WITH THIRD PARTY VENDORS

It's important to consider the various attack surfaces and vulnerabilities that exist within organisations and even with third-party vendors. For instance, many organisations are looking into exploration and diversification of their business, hence creating a Business Transformation and introducing new business units such as DevOps (Developer + Operations). Many developers focus on speed to get a project ready for launch, and they often overlook the software supply chain risk. Software supply chain risk is created by any dependency on open-source software packages such as

libraries and shared code repositories used for software development. Threat actors such as cyber-criminals focus on injecting their malicious code into these software components to perform an attack known as Trojanising. A developer who integrates compromised software packages into his or her applications has now introduced a new cyber-risk to anyone who uses it.



There are many Managed Service Providers (MSPs) and Cloud Service Providers (CSPs) around the world.

However, those service providers also introduce another supply chain risk. While many companies heavily rely on MSPs and CSPs, sometimes these providers are granted privilege access into organisations' infrastructure. Cyber-criminals attempt to perform an exploitation technique known as Island Hopping or Trust Exploitation, whereby a threat actor seeks to compromise the trust between the service provider and their customer. For instance, by compromising the technical integrity of the service provider's systems, the threat actor can gain unauthorised access to their customers' networks or systems. This technique does not target the primary cyber defences of the customer but the trust relationship instead.

Let's not forget about Operational Technology (OT) and Internet of Things

(IoT) supply chain, another high-risk area. There are many organisations around the world that leverage both OT and IoT systems due to their industries. Such systems introduce another type of supply chain risk in cybersecurity. There're many unpatched and misconfigured OT and IoT systems with direct internet access that enable cyber-criminals to easily access those systems from anywhere around the world. Threat actors have the capability to exploit those security vulnerabilities, gain access to them, and expand their foothold within an organisation's infrastructure.

FRAMEWORKS AND APPROACHES

There are many industry-recognised frameworks that can be leveraged and implemented within your organisation. For instance, the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF) uses a risk-based approach for cyber-risk management for identifying, protecting, detecting, and responding to cyber-attacks and threats. The NIST CSF can be adapted and integrated to assist your organisation in managing third-party risks and improving its overall security posture.

The NIST CSF framework can be found using this link: <https://www.nist.gov/cyberframework>.

OT and IoT systems introduce another type of supply chain risk in cybersecurity.

However, if you're more focused on adapting an International Organisation for Standardization (ISO) framework, the ISO 27036 – Information Security for Supplier Relationships would be suitable for addressing third-party cyber-risks. This ISO standard focuses on helping organisations design their contractual agreements and overall risk management. For instance, it helps them to ensure their third-party vendors meet industry-accepted security requirements using a lifecycle process.

The ISO 27036 framework can be found using this link: <https://www.iso.org/standard/82905.html>.

Some organisations may experience some difficulties adopting these frameworks and standards. Using the common one-size fits-all approach may not always work for everyone. Therefore, organisations can consider moving towards a risk-based segmentation approach from the very beginning when creating their strategic

plans (long-term plans). For instance, they can use a Tier-Based System for classifying service providers and vendors (third parties) based on their inherent risk using a data-sensitivity and criticality with impact matrix or model.

Additionally, they can leverage common trust artifacts such as industry certifications like PCI DSS, SOC 2, and so on. These industry certifications provide a level of assurance. Let's not forget, ensure your vendors upload their certifications and attestation information on your vendor management portal. And use Third-Party Risk Management (TPRM) tools to assist with automating vendor selection and identification of high-risk vendors.

The following link provides Gartner's Peer Insight for TPRM solutions and reviews: <https://www.gartner.com/reviews/market/third-party-risk-management-technology-solutions>.

MONITORING VENDORS

Monitoring third-party vendors for new cyber-risks is a common challenge. While a vendor may be secure today, tomorrow they may be vulnerable. Both Information Security and Cyber Security Professionals can leverage intelligence from Security Rating Platforms (SRPs). SRPs enable organisations to monitor the external attack surface of another organisation to identify security weaknesses. Such information can help

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you determine whether your third party is vulnerable to various types of cyber-attacks and threats, and whether they're working on resolving the issue or not doing anything about it.

SRPs uses a rating system, which helps you classify each vendor from acceptable to unacceptable based on the intelligence from the tool. For instance, if a vendor moves into an unacceptable level or classification, then it should trigger your

If a vendor moves into an unacceptable level or classification, then it should trigger your organisation to perform a re-assessment of that vendor.

organisation to perform a re-assessment of that vendor.

The following link provides a list of IT vendor risk management solutions by Gartner: <https://www.gartner.com/reviews/market/it-vendor-risk-management-solutions>.

Let's not forget Cyber Threat Intelligence (CTI) and dark-web monitoring that helps organisations to identify whether a third-party or a fourth-party was compromised and how such incidents can either directly or indirectly affect your organisation. In such instances, your organisation should have a Third-Party Incident Response Plan and Procedure that's ready to be activated.

Lastly, continuous review of vendor certification for expiration. If a vendor no longer has a valid or current industry license/certification that meets your organisation's standard and requirements, consider performing a compliance audit. Additionally, consider updating your vendor contracts to include the contractual right-to-audit. This enables your organisation's audit team to review the security controls of

a third-party to ensure they are meeting the contract requirements.



As cyber-attacks and threats are increasing and becoming more sophisticated, it's essential to take proactive steps to manage third-party risk as part of your cyber security strategy. It's important for your organisation to stay ahead in these cyber-risks while making cyber security a shared responsibility. Lastly, organisations should consider embedding third-party risk management strategies into their governance model. ■

THE IMPACT OF LIFESTYLE DISEASES

Workers' Health and
Workplace Resilience:
A Business Case for
Prioritising Wellness
in Trinidad & Tobago

As a Board-Certified Occupational Medicine Specialist with over sixteen years of private practice, I have witnessed firsthand how lifestyle diseases quietly erode worker health and productivity, and ultimately organisational resilience.



By Dr. Ishta Rampersad
Clinical Director of
Occumed Ltd.



Image: theyuriarcurcollection/FreePik

In Trinidad and Tobago, as in many parts of the world, Type II diabetes, hypertension and obesity have become defining public health challenges. Their impact extends beyond the clinic and deep into the operational fabric of businesses. The true cost is measured not only in dollars spent on medical care, but also in absenteeism, presenteeism, reduced productivity, higher turnover, and diminished morale.

Yet within this challenge lies an opportunity. Organisations that strategically invest in the health and well-being of their workforce are positioning themselves for long-term resilience. The future of HSSE requires us to rethink health not as a personal matter, but as a core business imperative.

THE SILENT EPIDEMIC

As mentioned above, Trinidad & Tobago has one of the highest burdens of lifestyle diseases in the Caribbean that affect large segments of the working age population. Many individuals remain undiagnosed or poorly controlled, often because symptoms are subtle until complications emerge.

Type II diabetes affects energy levels, cognitive function, wound healing, and susceptibility to infection. Workers may experience fatigue, blurred vision, or neuropathic symptoms; each posing safety concerns. Poorly controlled diabetes increases absenteeism and health insurance claims and is linked to long-term disability.



Image: aalbsa/FreePik

Obesity raises the risk of workplace injuries and worsens ergonomic strain. For employers, obesity increases insurance costs, reduces stamina, and contributes to higher musculoskeletal claims.

Often called “the silent killer,” hypertension frequently goes unnoticed until a significant cardiovascular event occurs. High blood pressure is strongly associated with stroke, heart disease and kidney failure, conditions that often remove individuals from the workforce permanently.

Obesity is both a disease and a risk amplifier. It increases the likelihood of developing diabetes, hypertension, sleep apnea, joint disorders and certain cancers. It also raises the risk of workplace injuries and worsens ergonomic strain. For employers, obesity increases insurance costs, reduces stamina, and contributes to higher musculoskeletal claims.

These conditions do not occur in isolation; they are interlinked and often coexist. When they overlap, the risk to worker well-being and organisational performance multiplies.

LIFESTYLE DISEASES

The business impact of lifestyle diseases is frequently underestimated. While clinical symptoms are managed at the individual level, the organisational repercussions are broad and cumulative. Employees with uncontrolled chronic diseases are more likely to take sick days for medical appointments, complications or acute illness. Diabetic workers, for example, average more sick days per year than non-diabetic peers. This creates operational gaps, overtime costs and workflow disruption. Workers struggling with unmanaged chronic conditions may have less stamina, slower reaction times, and reduced ability to handle physical tasks. Knowledge workers may experience impaired concentration and reduced mental agility.

Workers who are physically present but not functioning at full capacity often cost companies more than absenteeism itself. Fatigue from diabetes, headaches from hypertension, or mobility limitations from obesity affect performance and increase risk of incidents.

Workers who are physically present but not functioning at full capacity often cost companies more than absenteeism itself.

Chronic diseases also drive up medical claims. For organisations that fund employee medical plans either fully or partially the financial burden can be substantial.

Complications from lifestyle diseases can lead to long-term disability or early retirement. For the business, this results in hiring costs, training demands and loss of institutional knowledge.

In the context of HSSE, lifestyle diseases are not “soft issues.” A workforce with underlying chronic illnesses is inherently more vulnerable during crises, emergencies, and peak-demand situations.

WORKER HEALTH

Resilience is the ability of an organisation to anticipate disruption, adapt and thrive. Traditionally, HSSE resilience focuses on systems, processes, and physical safeguards. However, organisational resilience is equally

dependent on human resilience. A healthy workforce recovers faster from disruptions. The COVID-19 pandemic sharply highlighted this truth: individuals with underlying lifestyle diseases were far more likely to suffer severe illness.

As businesses in Trinidad and Tobago navigate economic challenges and risks, workforce health becomes a strategic advantage.

In essence, healthier workers create healthier businesses. Companies that invest in wellness experience lower absenteeism, higher productivity, improved morale, enhanced retention, stronger safety culture and reduced insurance costs.

BUILDING RESILIENCE

Addressing lifestyle diseases requires an integrated, strategic approach—not isolated wellness events or ad-hoc medical screenings.

Implement workplace screening and surveillance including blood pressure checks, glucose testing, BMI monitoring, and health risk assessments. This helps identify early disease and track trends. Data-driven insights allow companies to target interventions where they are needed most.

Develop tailored workplace wellness programmes. One-size-fits-all wellness initiatives are ineffective. A successful

Promoting physical activity during the workday can be simple, low-cost interventions such as stretch breaks.

programme must consider cultural habits, food preferences, local disease prevalence, shift patterns and workplace layout and job demands. Programmes may include on-site dietitian visits, healthy meal options in staff cafeterias, group physical-activity initiatives and condition-specific support groups.

You can also strengthen the role of occupational health services in your organisation. A trained occupational medicine physician can conduct fitness-for-duty assessments, monitor chronic disease management, identify workplace contributors to health decline, design targeted interventions and advise leadership on strategic health investments. Embedding occupational health within the business strategy not just as a compliance function is transformative.

Promoting physical activity during the workday can be simple, low-cost interventions such as walking clubs, standing desks, stretch breaks, and

activity challenges can significantly reduce obesity risk and improve cardiovascular health.



Image: halatuyadektoy/FreePik

Improve the food environment! Food is one of the most powerful tools for managing diabetes, hypertension and obesity. Organisations can influence daily choices by providing healthy cafeteria options, reduced-sugar beverages, portion control guidance, nutrition labelling and partnerships with local caterers to reduce salt and oil.

Stress contributes to hypertension and poor lifestyle choices. Mental health programmes reduce burnout and provide employees with coping tools that indirectly improve physical health.

Leadership must champion wellness, not as a compliance requirement, but as a critical business strategy. When executives participate visibly in wellness initiatives, engagement increases across the organisation.

Of course, measuring outcomes and evaluating ROI is key. Establishing metrics including absenteeism rates, claims data, staff participation, and biometric outcomes ensures accountability and demonstrates the financial value of investing in wellness.

Modern technology can significantly enhance workplace health strategies. Innovations include wearable tracking devices for tracking, AI-powered health-risk prediction models, telemedicine consultations for chronic disease management, digital nutrition coaching, virtual fitness programs and automated appointment reminders. Incorporating modern technology makes health programmes more accessible, personalised and scalable, especially for organisations with remote or shift workers.

CONCLUSION

I have seen the difference between teams struggling under the weight of chronic illness and teams revitalised by proactive wellness support. The companies that thrive in the future will be those that recognise wellness not as an employee perk, but as a core pillar of business. By prioritising the prevention and management of lifestyle diseases, organisations are not only protecting their employees, they are safeguarding their own long-term success. ■



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The Journey to Sustainability – From Intention to Impact

People, Purpose & Progress
Activating the 'S' in ESG



MASSIVE RISK, MASSIVE REWARD

In a world where the definition of value is changing, impact investing is proving one truth time and again: Massive risk can deliver massive reward. That was Muessig's central message of her Feature Speaker Address at AMCHAM T&T's Part II ESG Conference 2025.

Muessig began by taking the audience back to the origins of modern venture capital, citing Georges Doriot [a French-American investor and president of the first institutional venture capital fund]



AMCHAM T&T Staff Writer summarises Gillian Muessig Managing Director, Mastersfund

who has been described as the “father of venture capital.” “Massive risk, massive reward,” she reminded the audience—Doriot’s mantra from the 1940s, when he boldly backed wartime innovators despite knowing “2% of his investments would pan out and 98% would be rubbish.”

That pattern of risk outweighing reward has persisted—venture investors today still accept that 80% of venture-backed companies fail within five years, and only around 4% return at least 3X to investors. “We talk far too much about the rewards and far too little about the risks,” Muessig observed.

But her address was not a cautionary tale—it was a call to rethink how capital flows through our economies. Muessig highlighted the deep socio-economic consequences of unequal opportunity:

“Trinidad and Tobago has a Gini coefficient [a statistical measure of income inequality within a nation or social group] of over 40. This is not just any number; it’s a clanging red bell in front of our faces... The imbalance of capital wealth is the directly responsible contributor to the record high homicide rate of over 40 per 100,000 across the nation of Trinidad and Tobago and over 50 per 100,000 in the greater Port of Spain area!”

The violence in Port of Spain and Trinidad and Tobago at large is not random; it is a visceral symptom of the lack of hope for improvement in the quality of life.

She continued with stark clarity:

“Lack of a path to or even hope for a better future for oneself and one’s children creates a power vacuum that gangs fill... A 2024 Civicus Monitor report confirms that the violence in Port of Spain and Trinidad and Tobago at large is not random; it is a visceral symptom of the lack of hope for improvement in the quality of life.”

This frame shift — drawing a direct line between economic exclusion, rising crime and social instability — elevated the conversation beyond spreadsheets and portfolios. For Muessig, investing is not just about financial return: it is about creating opportunity where few exist.

Muessig argued that the obsession with unicorn hunts—seeking sky-high valuations and improbable exits—has diverted capital away from ventures that

employ locals and build communities, which would lift standards of living for all.

“The risk of investing in unicorns is far greater than the cost of a risky investment that may not pan out,” she said, urging business leaders to look instead at mid-cap, privately held companies with real growth potential and social impact.

Muessig didn’t shy away from hard truths about capital inequality either. She

But her most powerful contribution was not just critique—it was a solution. Muessig introduced Mastersfund’s own financial innovation designed to unlock capital for early-stage companies without forcing them into the rigid, high-risk structures of conventional venture capital. The instrument, a Redeemable Warrant for Options, enables investors to participate in growth while mitigating risk and provides earlier, steadier returns than traditional vehicles.

Women are more capital-efficient than their male colleagues, but money doesn't follow the money.

highlighted the stark reality that women receive less than 10% of venture capital worldwide (of which women garner the lion’s share), while men receive over 90%.

“Women are more capital-efficient than their male colleagues.” she stated, citing data showing that female founders generate 2.5 times the revenue per invested dollar and achieve an average of 35% higher ROI when they exit—yet the money does not follow the money.

Muessig urged investors to confront the psychological bias at play: “People are comfortable with people like themselves... DIFFERENT IS DANGEROUS.” But she proposed a way forward—building communities of shared values and trust, even when they originate outside traditional investor circles.

At its core, her message was clear: investing for impact is not philanthropy; it is economics with purpose.

She called on corporations, family offices, and government players not merely to write checks, but to intentionally invest in the world they want to see for themselves and future generations.

In a nation grappling with stark inequality and social instability, Muessig framed the investment question as one of survival and opportunity: can capital be redirected toward ventures that uplift communities, create jobs, and build resilience? Her answer was an emphatic yes—but only if investors are willing to confront risk honestly and pursue reward with both heart and strategy. ■



ESG

PEOPLE, PURPOSE & PROGRESS:
**ACTIVATING THE "S"
IN ESG**



Reflections from Opening Remarks at
AMCHAM T&T's ESG Conference 2025
by Anna Henderson & Keynote Address
by Senator the Honourable Satyakama
"Kama" Maharaj

DELIVERED AT AMCHAM T&T'S ESG CONFERENCE 2025 PART II — HYATT REGENCY, PORT OF SPAIN, SEPTEMBER 16, 2025

A MCHAM T&T hosted Part II of the ESG Conference: People, Purpose & Progress – Activating the “S” in ESG on September 16th at the Hyatt Regency, bringing together business leaders and changemakers to advance the national conversation on the social dimensions of sustainability.

Designed as a continuation of the ESG dialogue, the conference aimed to move beyond awareness and compliance, focusing instead on practical action, accountability, and the role of inclusive business practices in driving long-term economic and social development.

The Opening Ceremony featured remarks from Anna Henderson, President of AMCHAM T&T, and Senator the Honourable Satyakama “Kama” Maharaj, Minister of Trade, Investment and Tourism. Together, they framed a compelling narrative on the importance of embedding equity, inclusion, and human capital development into corporate strategy, positioning the *Social* pillar of ESG as a critical enabler of sustainable growth, national resilience, and shared prosperity.

MAKING THE “S” VISIBLE AND VITAL

Anna Henderson set the tone for the event in her Opening Remarks by inviting attendees to rethink ESG beyond compliance and metrics. “The ‘S’ in ESG is about people — how we treat our employees, how we engage with our communities, and how our actions either build equity or entrench inequality,” she said, placing human experience at the core of sustainable business practice.



Henderson acknowledged that Trinidad and Tobago is a nation defined by warmth, resilience, and unity — qualities seen when communities come together in celebration or in crisis. Yet she challenged the audience to recognise that division and discrimination based on race, class, gender or religion can undermine that unity and weaken the social fabric.

She painted the “S” in ESG not as an abstract ideal but as everyday action:

- Equal pay for equal work.
- Mentorship opportunities for underserved employees.
- Mental health and wellness support in the workplace.
- Training against unconscious bias and discrimination.

For Henderson, inclusive workplaces don't just feel better — they perform better, unlocking innovation and loyalty while strengthening society at large when employees carry respect and equity into their homes and communities.

ESG AS STRATEGY, NOT CHARITY

Following this people-centred framing, Senator Maharaj took the stage with a powerful message about the strategic imperative of ESG. He commended AMCHAM T&T for advancing the ESG dialogue and stressed that the conference theme — “Driving Sustainable Growth: Empowering Action through ESG” — aligns with national development goals.

Maharaj highlighted that ESG has moved from concept to global business driver, citing projections that ESG-related assets could reach \$35–\$50 trillion by 2030 — proof that sustainability is shaping markets worldwide.

He urged local enterprises to emulate global leaders like Microsoft and Unilever, pointing out how strong ESG commitments can enhance brand reputation, attract top talent, boost resilience and fuel innovation.

Importantly, the Minister reframed ESG not as an ethical add-on but as investment strategy:

“**T**he concept of ESG must not be seen just as a cost but as an investment that can be utilised strategically to the advantage of Trinidad and Tobago and for future generations.”



Maharaj also introduced a major new initiative: the Private Sector Organisation of Trinidad and Tobago (PSOTT) — a coalition formed in 2024 uniting business organisations, industry associations and chambers of commerce under one voice to shape policy, improve the ease of doing business and drive export growth grounded in ESG principles.



TOWARD A VALUES-DRIVEN FUTURE

Together, Henderson and Maharaj mapped a compelling vision for the “S” in ESG — one that places human dignity, opportunity, equity and community at the forefront of business transformation. Their combined message was clear: advancing social value is not a philanthropic afterthought, but a strategic necessity.

As the conference unfolded into deeper conversations about embedding social impact into corporate DNA, attendees were reminded that ESG isn’t just about reporting metrics — it’s about building a future where every citizen can thrive. ■

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ADVANCING REGIONAL AI COLLABORATION AT “UNLOCKING AI”

Leading policymakers, technologists, academics and industry leaders gathered on December 13th, 2025 at the Radisson Hotel, Port-of-Spain for *UNLOCKING AI: Collaborate. Create. Transform.*, a conference organised by the Artificial Intelligence Innovation Centre (AIIC) and hosted at The University of the West Indies, St. Augustine.

Image: Who Is Danny/Freepik



The event underscored the Caribbean's growing focus on building ethical and inclusive artificial intelligence systems that are aligned with development priorities.

A key highlight of the conference was the signing of a Memorandum of Understanding (MoU) aimed at strengthening collaboration. It establishes a framework for shared action around AI, with particular emphasis on supporting small and vulnerable states as they navigate opportunities and risks.

AMCHAM T&T supported the conference as part of its broader commitment to digital transformation and the advancement of the technology sector. AMCHAM T&T CEO Nirad Tewarie moderated the panel session "AI Future, Partnerships & Challenges", which examined how Caribbean countries are crafting early AI agendas and piloting use cases before exploring

Signing of the MoU. Seated (l-r) are Prof. Bheshem Ramlal, Pro Vice-Chancellor, UWI St Augustine Campus Principal Prof. Rose-Marie Belle Antoine and Dr Craig Ramlal.

how these efforts can be woven into a coherent regional and international approach. Collectively, the panel underscored the importance of vertically aligned AI governance, where national initiatives reinforce one another.

The discussion was anchored by insights from Kirk Sookram, Working Group Lead of the Caribbean AI Task Force and Deputy CEO of the Telecommunications Authority of Trinidad and Tobago. He presented key elements of the Task Force's Interim Report and addressed issues such as harmonised policy frameworks and balancing regional consistency with national capacity and context.

From a global governance perspective, Rebekah Hayoung Woo, Policy Officer



with the United Nations Office of Digital and Emerging Technologies, examined the emerging international architecture for AI governance. Her presentation addressed multilateral cooperation and global initiatives such as the UN’s three pillars of cooperation, highlighting how regions like the Caribbean can meaningfully engage in shaping global norms rather than merely adopting them.

The practical implementation of responsible AI was explored by Diya Wynn, Principal of Responsible AI and Public Policy at Amazon Web Services. Her contribution focused on translating ethical principles into operational workflows and safeguards, bridging the gap between policy intent and real-world AI deployment.

“AI Future, Partnerships & Challenges” Panel. L-r: Irwin Williams, Head of Software Development, (iGovTT); Nirad Tewarie, CEO, (AMCHAM T&T); Dr. Craig Ramlal, Executive Director (Artificial Intelligence Innovation Centre); Celina Lee, CEO, (Zindi); Diya Wynn – Principal of Responsible AI and Public Policy, (Amazon Web Services); Sherry Mc Millan, Executive Officer Corporate Communications, (TATT); Rebekah Hayoung Woo, Policy Officer, Office of Digital and Emerging Technologies, (United Nations); Kirk Sookram, Deputy CEO, (TATT); Kurleigh Prescod, CEO, (TATT)

Rounding out the discussion, Dr. Craig Ramlal, Executive Director of the Artificial Intelligence Innovation Centre, provided insight into connecting policy. Drawing on his experience across regional and international AI initiatives, he emphasised the role of AIIC as a practical innovation hub capable of supporting responsible experimentation.



For AMCHAM T&T, participation in UNLOCKING AI and support for the MoU reflect its ongoing commitment to ensuring that artificial intelligence serves as a catalyst for Caribbean development. Engagements such as this are critical to the Chamber's work in supporting its members as they navigate digital transformation. By fostering informed dialogue, the Chamber helps ensure that Caribbean businesses are better equipped to adopt AI responsibly. ■

(l-r) Mr. Kirk Sookram – Working Group Lead, Caribbean AI Task Force & Deputy CEO, Telecommunications Authority of Trinidad and Tobago; Nirad Tewarie – CEO, AMCHAM T&T; Mrs. Sharifa Ali-Abdullah, Deputy Resident Representative for the UNDP in Trinidad and Tobago, Aruba, Curacao and St. Martin; Ms. Rebekah Hayoung Woo – Policy Officer, Office of Digital and Emerging Technologies, United Nations; and Ms. Diya Wynn – Principal of Responsible AI and Public Policy, Amazon Web Services



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AMCHAM T&T ENCOURAGES MENTORSHIP

Mentorship for women should be a strategic imperative

The American Chamber of Commerce of Trinidad and Tobago (AMCHAM T&T) is urging companies to invest more deliberately in mentorship for women, positioning it as a strategic imperative.

The call was made at the Launch Ceremony of the 8th Annual AMCHAM T&T and Inter-American Development Bank (IDB) Women in Leadership Mentorship Programme (WILMP), held virtually on November 6th, 2025.

Delivering the Opening Remarks, Anna Henderson, President of AMCHAM T&T, emphasised the need for leaders to view mentorship as core to organisational



Mentors and mentees of the 2024-2025 cohort

success. She stated that “we must all invest in mentorship – not as a ‘nice-to-have,’ but as a strategic imperative. When we create mentorship programmes within our organisations, we are not only developing talent—we are dismantling barriers.” Henderson further noted that mentorship plays a critical role in shifting workplace culture, adding that “we are challenging our own biases. And we are building a future where gender equity is not aspirational, but operational.”

The 2025 programme marked a significant milestone, recording its highest participation to date, with 87 mentees and 68 mentors.

This strong response reflects growing recognition of mentorship as a key driver of leadership development, professional growth, and gender equity in the workplace.

Reflecting on the programme’s purpose, Henderson explained that WILMP was

We are building a future where gender equity is not aspirational, but operational.

created to address the persistent barriers women face in advancing to senior leadership roles. She highlighted the broader impact of mentorship, noting that “what mentorship also does – beautifully – is shift the narrative from obstacles to opportunity. It transforms challenge into motivation. Even when systems are slow to change, we can still build networks of support that help each other rise.” She also mentioned the reciprocal value of the mentoring relationship, stating that “while the mentor offers wisdom and guidance, the mentee brings fresh perspectives. Both

grow through the relationship.”

Delivering the Partner Remarks, Terry-Ann Segree-Brown, Chief of Operations at the Inter-American Development Bank (IDB), reaffirmed the IDB’s commitment to the programme, noting that “IDB’s ongoing support for this mentorship initiative is rooted in our commitment to fostering inclusive leadership that empowers women to reach their full potential.” For the past seven years, the IDB has witnessed the transformative power of mentoring relationships; how they create lasting connections that strengthen the fabric of our region.”

The Feature Address was delivered by Greer Quan, Group Chief Operating Officer and President of Guardian Shared Services Limited and Vice President of AMCHAM T&T, who encouraged participants to approach leadership with authenticity and humanity. She reminded mentors and mentees that “leadership is not about perfection; it’s about presence, about showing up, even when you’re tired, even when you’re scared, even when you’re still figuring it out.” Quan emphasized the importance of values-driven leadership, urging participants to “stay human, curious and kind, especially when you have power. Lead with grit, because resilience will carry you when confidence wavers.” She added

Leadership is not about perfection; it’s about presence, about showing up, even when you’re tired, even when you’re scared.

that “compassion is not weakness—it is wisdom,” and called on leaders to “give generously of your time, give generously of your lessons, and give generously of your belief in others. People are always looking on. So, show up as the kind of leader that they will be proud to emulate – one whose courage, authenticity, and kindness define the next generation of leadership.”

The 2025/2026 Women in Leadership Mentorship Programme will run for six months, pairing female professionals from diverse industries with experienced mentors from both the public and private sectors. Through structured engagement, participants will focus on setting clear professional goals and advancing their personal growth.

Since its inception, the programme has built a growing community of women leaders across industries, fostering empowerment to drive meaningful change in Trinidad and Tobago’s leadership landscape. ■



Angelique
Bart

AMCHAM T&T HOSTS WORKSHOP ON THE EVOLVING CORPORATE TAX ENVIRONMENT

AMCHAM T&T hosted a timely workshop in collaboration with PwC titled “The Evolving T&T Corporate Income Tax Environment” on December 4th, 2025, at the PwC Building on Victoria Avenue, Port-of-Spain.

The session brought together business leaders, finance professionals and compliance teams to examine recent developments in the corporate tax landscape and their implications for private-sector operations.

As Trinidad and Tobago’s tax environment continues to evolve, AMCHAM T&T is encouraging its members to strengthen compliance frameworks and audit readiness.



Marc Persaud

Opening the workshop, Nirad Tewarie, Chief Executive Officer of AMCHAM T&T, emphasised the strategic importance of staying informed amid ongoing economic uncertainty, noting that “as we see



continued shifts in the tax environment, both globally and here at home, it is critical that businesses remain vigilant and informed. Corporate taxation directly influences investment decisions, operational planning, cash flow, and long-term sustainability. Compliance is no longer just a regulatory requirement; it is a strategic priority.”

Tewarie added that the objective of the workshop was to ensure members are better equipped to navigate change, stating that “this workshop is meant to ensure that our members have the tools needed to anticipate changes and strengthen financial resilience. A well-prepared private sector is essential to national competitiveness.”

The session was facilitated by Angelique Bart, Territory Tax and Legal Services Leader at PwC Trinidad and Tobago and Managing Partner of PwC Guyana, who

L-r: Christophe Cole – Director of Business Operations | COLE Safety; Melissa Pierre – Senior Trade and Policy Specialist | AMCHAM T&T; Nirad Tewarie – CEO | AMCHAM T&T; Angelique Bart – Territory Tax and Legal Services Leader | PwC Trinidad and Tobago; Don Bideshi – PwC Legal | PwC T&T & PwC Guyana; and Marc Persaud – Chair of AMCHAM T&T’s Trade and Investment Committee

Compliance is no longer just a regulatory requirement; it is a strategic priority.

provided a comprehensive overview of corporate income tax considerations.

Addressing the shifting landscape, Bart noted that “in Trinidad and Tobago’s evolving corporate tax landscape, the most significant trend is the shift towards greater transparency and compliance. Companies need to adapt swiftly to these changes, ensuring they



As regulations evolve, companies must understand not only their obligations, but also how to adapt and position themselves for growth.

are not only meeting current requirements but also preparing for future developments.” She reaffirmed PwC’s commitment, stating that “at PwC, we’re committed to helping prepare our clients to face these challenges.”

Also addressing participants was Marc Persaud, Chair of AMCHAM T&T’s Trade and Investment Committee, which coordinated the workshop. He highlighted the value of timely information-sharing, explaining that “as regulations evolve, it’s important that companies understand not only their obligations, but also how to adapt and position themselves for growth. The



Trade and Investment Committee remains committed to supporting members with practical tools and insights that improve compliance, reduce uncertainty, and ultimately advance the ease of doing business in Trinidad and Tobago.”

AMCHAM T&T extends sincere appreciation to the PwC team and to the Trade and Investment Committee. ■

WORKPLACE WELLNESS: THE FUTURE OF EMPLOYEE HEALTH

Tomorrow's Workforce,
Today's Decisions

As global industries evolve, the scope of employee health and safety is entering a period of unprecedented transformation.

Traditional hazard controls are no longer sufficient on their own. Today's realities require future-focused strategies. For businesses in the Caribbean and the wider Americas, staying ahead of these trends is not just a competitive advantage; it is a responsibility that directly affects their resilience.

By Sajeev Jaggernaut
Lead Consultant, Safety Conscious
Consultancy



CLIMATE CHANGE

Climate change has transitioned from an environmental issue into a core occupational health challenge, impacting worker safety across industries including construction, maritime, oil and gas, agriculture, and outdoor services. Employers must integrate climate resilience into health and safety planning, for example:

- **Heat stress** Workers in construction, utilities, petrochemical operations, and agriculture are especially at risk, making heat-stress monitoring, hydration programmes, and work-rest cycles essential.
- **Air quality degradation** Sahara dust and wildfire smoke cause employers to incorporate measures such as real-time air quality monitoring and expanded respiratory PPE programmes.
- **Extreme weather events** require employers to improve weather response plans and emergency training as part of business continuity.

EMERGING RISKS

Modern workplaces are becoming more technologically complex, and with that

come new categories of occupational risk:

- **Nanomaterials** used in coatings and electronics require employers to adopt precautionary approaches and exposure monitoring.
- **Energy-storage systems** such as Lithium-ion batteries pose fire and toxic-gas venting risks and companies need specialised training to manage high-energy storage environments.
- **Robotics and automation** introduce new failure modes. Collaborative robots especially blur the line between human and autonomous workflows, requiring robust safety systems and behavioural-based safety.
- **Wearable technologies** and exoskeletons come with risks such as data accuracy and can cause injury types if used incorrectly.

AI TRANSFORMING SAFETY AND REDEFINING RESPONSIBILITY

AI and machine learning are reshaping the workplace faster than regulations can adapt. From predictive analytics to autonomous operations, AI introduces both powerful opportunities and significant risks.

- **Algorithmic bias**, which can unintentionally affect staffing, scheduling or task allocation
- **Over-reliance on automation**, reducing situational awareness and creating complacency
- **Cyber-physical safety concerns**, where technology failures can endanger lives
- **Privacy and data ethics**, especially when monitoring workers through wearable or biometric devices
- **Proactive health monitoring**, including fatigue detection and environmental sensing
- **Climate-resilient engineering controls** and PPE strategies
- **Flexible emergency response** planning for complex, multi-hazard environments

ADAPTIVE STRATEGIES

To navigate the future effectively, organisations must shift from reactive safety management to adaptive and resilient health and safety systems. This involves continuous learning, dynamic risk modelling and proactive planning.

Key adaptive strategies include:

- **Dynamic risk assessments** that update as conditions change
- **Continuous learning environments** supported by data, training and near-miss analytics

THE ROAD AHEAD

The next era of occupational health will be defined by organisations capable of anticipating change and protecting workers in a dynamic technological environment. Success will depend on merging the best of traditional safety principles with innovative approaches that account for climate realities, emerging risks and AI-driven work systems.

Companies that invest now in future-focused safety strategies will not only safeguard their workforce but will also strengthen operational stability and position themselves as leaders in a rapidly transforming economy. ■



From the AMCHAM T&T Security Committee

As Trinidad and Tobago enters the Carnival season, we encourage everyone to celebrate responsibly while making personal safety a top priority. Carnival brings large crowds, heightened excitement, late-night activities, and increased

movement across the country. These conditions require greater awareness, preparation, and caution.

This advisory outlines practical safety measures to help reduce personal risk and ensure a safer Carnival experience for all.



1. PERSONAL AWARENESS & CROWD SAFETY

Always remain aware of your surroundings, especially in large crowds, during J'ouvert, parades, fetes and street celebrations.

Avoid confrontations, aggressive behaviour, or heated exchanges. Walk away and seek assistance if tensions rise.

Be alert to sudden crowd movement, pushing, or panic. If a situation feels unsafe, exit the area immediately.

Identify nearby security officers, police, medical tents, and safe zones when you arrive at any event.

2. PROTECTION OF VALUABLES & PERSONAL PROPERTY

Carry only essential items. Leave unnecessary valuables at home.

Avoid displaying large sums of cash, expensive jewelry or high-value electronics.

Use anti-theft or cross-body bags that can be secured in front of you.

Keep mobile phones and wallets concealed when not in use.

Do not leave personal items unattended.

3. MOVEMENT, COMPANIONS & ACCOUNTABILITY

Attend events with trusted friends or family whenever possible.

Establish clear meeting points and times in case anyone becomes separated.

Regularly check in with members of your group.

Avoid walking alone, particularly late at night or in unfamiliar areas.

Inform someone you trust of your plans, location and expected return time.

4. ALCOHOL, SUBSTANCES & PERSONAL CONDUCT

Drink responsibly and know your personal limits.

Alternate alcoholic beverages with water to prevent dehydration.

Never accept drinks from strangers and do not leave drinks unattended.

Do not operate vehicles, machinery, or make major decisions while impaired.

Be cautious around individuals who appear heavily intoxicated or aggressive.

5. HEALTH, HYDRATION & ENVIRONMENTAL RISKS

Stay hydrated, drink water frequently, even if you do not feel thirsty.

Wear light clothing, sunscreen, and protective headwear where possible.

Use comfortable footwear to reduce the risk of injury.

Take regular breaks and seek shade to prevent heat exhaustion.

If you experience dizziness, weakness, confusion, or severe fatigue, seek medical assistance immediately.

6. TRANSPORTATION & TRAVEL SAFETY

Plan transportation before attending events.

Use only licensed taxis, organised transport, or trusted drivers.

Avoid entering vehicles with strangers.

Share your live location with a trusted contact when traveling late.

If driving, secure your vehicle, park in well-lit areas, and never leave valuables in plain sight.

7. EMERGENCY PREPAREDNESS

Save emergency contact numbers on your phone.

Know the location of nearby medical stations and police posts.

If an emergency occurs, remain calm, follow instructions from authorities, and assist others where safe to do so.

Report suspicious behaviour, unattended packages, or criminal activity to security personnel or law enforcement immediately.

8. RESPECT FOR AUTHORITY & PUBLIC ORDER

Follow instructions from police officers, event security, and emergency responders.

Observe barricades, restricted areas, and official event guidelines.

Be patient during searches, traffic diversions, and crowd control measures. They are in place for public safety.

Carnival is a celebration of culture, freedom, and national pride. A safe Carnival depends on personal responsibility, situational awareness, and mutual respect. By remaining vigilant and looking out for one another, we can all contribute to a joyful and incident-free season.

The members of the AMCHAM T & T Security Committee encourage everyone to celebrate smart, move safely, and return home secure. We hope that you will enjoy our Carnival season and are pleased to share these personal safety tips. ■