



**THE POWER GENERATION COMPANY OF
TRINIDAD AND TOBAGO LIMITED**

*ANNUAL ADMINISTRATIVE REPORT
FOR THE YEAR JANUARY 01, 2013
TO DECEMBER 31, 2013 REQUESTED BY THE
MINISTRY OF ENERGY AND ENERGY AFFAIRS*

TABLE OF CONTENTS

1. *Vision, Mission, Philosophy and Strategic Objectives*
2. *Organisation Structure*
 - a. *Organisation Profile*
 - b. *Corporate Structure*
 - c. *Services Products provided and Special Projects embarked upon*
 - d. *Delegated Levels of Authority*
 - e. *Legislative and Regulatory Framework*
 - f. *Reporting Functions*
3. *Policies and Development Initiatives*

Short, medium and Long term plans, Performance objectives and accomplishments
- Annual Review for 2012
4. *Financial Operations*
 - a. *Highlights for the Fiscal Year - Financial Performance*
 - b. *Budget Formulation*
 - c. *Expenditure vs Budget*
 - d. *Debt Policy*
 - e. *Investment Policy*
 - f. *Internal Audit Functions*
5. *Human Resource Development Plan*
 - a. *Organisational Establishment*
 - b. *Category of Employees*
 - c. *Career Path Systems*
 - d. *Performance Assessment/Management Strategies*
 - e. *Promotion- selection procedures*
 - f. *Employee Support Services*

6. *Procurement Procedures*

- a. *Open tender*
- b. *Selected tender*
- c. *Sole tender*

7. *Public and Community Relations*

- a. *Client and Public Access to services*
- b. *Community and Stakeholder Relations*
- c. *Strategic Partnerships (local, regional, international)*

1. Vision, Mission, Philosophy and Strategic Objectives

Vision Statement

Our vision is to be the leading supplier of quality energy, committed to the needs of our customers and sensitive to the environment.

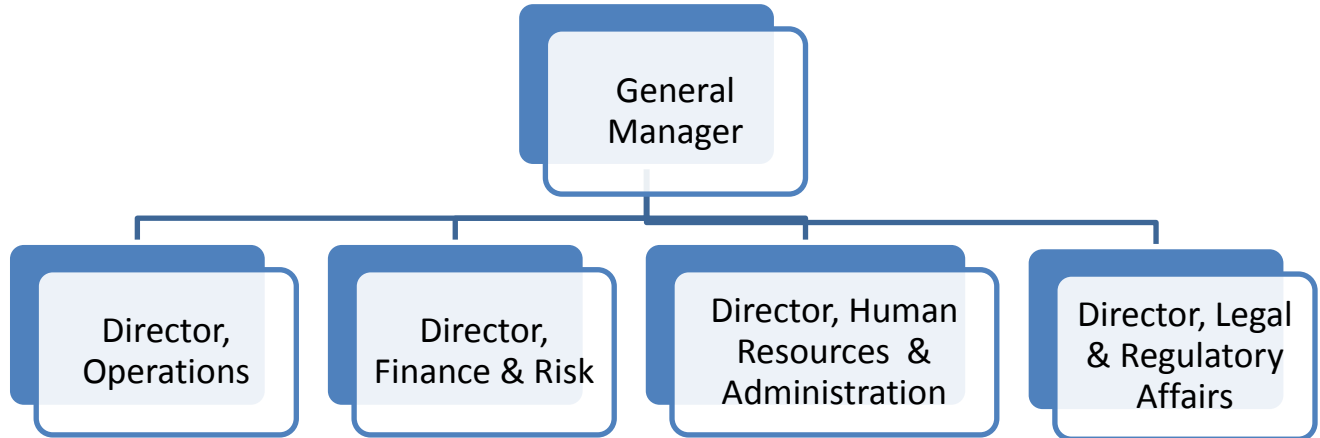
Mission Statement

Our mission is to exceed our customers' expectations for quality energy in a safe and environmentally responsible manner, creating value for our customers, employees and shareholders.

OFFICERS:

Full Name	Address	Date of Appointment
Fitzroy Harewood – General Manager	6A Queen’s Park West, Port of Spain, Trinidad	2011
Dawn Callendar – Director of Finance	6A Queen’s Park West, Port of Spain, Trinidad	2001
Joy Ramlogan – Director of Legal & Regulatory Affairs	6A Queen’s Park West, Port of Spain, Trinidad	1998
Hyacinth Guy – Director of Human Resources & Administration	6A Queen’s Park West, Port of Spain, Trinidad	1998
Selcrest Husbands – Director of Operations	6A Queen’s Park West, Port of Spain, Trinidad	2010

b. Corporate Structure (2013)



Function of Each Division:

The General Manager is a position established in the original Shareholders Agreement dated December 23, 1994 as amended by the Amended and Restated Shareholders Agreement dated December 19, 2005. The General Manager reports to the Management Committee of the Board and to the Board of Directors. His reports are:

Director, Operations – responsible for the operations and maintenance of the three power stations at Port-of-Spain, Point Lisas and Penal and the dispatch, engineering and reliability functions.

Director, Finance & Risk – responsible for management of finances in the Company, financial reporting, payroll and benefits, treasury, cost and budgets, purchasing and materials and risk management functions.

Director, Human Resources & Administration– responsible for human resources management, training, industrial relations, employee benefits and programs, corporate communications, information technology and security.

Director, Legal & Regulatory – responsible for legal advice, major contract negotiations, property matters, litigation, corporate secretarial function, regulatory affairs and corporate health, safety and the environment management.

Head, New Business – responsible for new business projects.

c. Services Products provided and Special Projects embarked upon

The Company is licensed under the T&TEC Act to produce bulk electrical power under its power purchase agreements.

d. Delegated Levels of Authority

The Company's delegated levels of authority are in accordance with the attached Board Approved Policy – See Attachment 1.

e. Legislative and Regulatory Framework

The Company is an approved generator under the T&TEC Act and it supplies bulk electrical power to T&TEC under two power purchase agreements pursuant to a licence under the T&TEC Act. Its main regulatory agencies are as follows:

- *Regulated Industries Commission-* PowerGen maintains a mutually beneficial relationship with the Regulated Industries Commission (“RIC”) by being a source of reliable industry information, actively participating in any initiatives of the RIC.
- *Environmental Management Authority-* PowerGen adheres to the environmental rules and terms of certificates of environmental compliance as well as monitoring and reporting under the Water Pollution Rules as required by the Environmental Management Authority (EMA).
- *Occupational Safety and Health Act Chap. 88:08-* PowerGen complies with the provisions of the Act and also notifies the OSH Agency of any incidents at our Plants which require medical attention.
- *Ministry of Energy and Energy Industries & Governmental Relationships-*PowerGen continues to keep the Ministry of Energy updated on its activities in light of the Government Implementation Agreement, the Company’s environmental indemnity under the 1994 PPA and the thrust for growth opportunities.
- *Other Government Approvals* – PowerGen also has to obtain, inter alia, the following approvals:
 - Fire Certificates for the three Plants
 - Boiler Inspection Certificates for Port of Spain Plant
 - Water Abstraction Licences for Port of Spain and Penal Plants

f. Reporting Functions

In 2013, PowerGen was owned by T&TEC (51%), MaruEnergy Trinidad LLC (39%) and Amoco Trinidad Power Resources Corporation (up to December 2013) then NEL Power Holdings Limited (10%).

PowerGen is not considered to be a state enterprise as control of the entity is with the overseas shareholders and not T&TEC and the government is not a direct shareholder through the Corporation Sole. As such, its accounts are not reviewed by the Auditor General, and based on advice from senior counsel, it is not subject to the Freedom of Information Act nor the Integrity in Public Life Act.

Accordingly, PowerGen only carries out regulatory reporting functions to the Regulated Industries Commission, Environmental Management Authority and Occupational Safety and Health Agency and other agencies as may be required from time to time.

3. Policies and Development Initiatives

Short, medium and Long term plans, Performance objectives and accomplishments

The Annual Review for 2013 sets out the plans and performance for that year and is attached as Attachment 2. The Company operates under two Power Purchase Agreements, the 1994 Power Purchase Agreement for 819MW from all three power plants and the 2005 Power Purchase Agreement for a contracted availability of 90% of 208MW. By law, the Company is only permitted to generate electrical power from the power plants and sell same to T&TEC. Its performance indicators are therefore based on these two agreements:

	GOAL
INDICATORS	2013
Absenteeism (days per employee)	<10

Days Away from Work Cases	0
2005 PPA - Avg. Declared Capacity (MW)	≥182
1994 PPA - Avg. Declared Capacity (MW)	≥705
2005 PPA- System Availability (%)	≥90
1994 PPA- System Availability (%)	>95
FINANCIAL INDICATORS	2013
Net Income (US\$ million)	≥28.567
Dividends Declared	28.537
Dividends per share (US cents)	4.97
Debenture Repayments (US\$ million)	5.000
Outstanding Debenture	20.500

4. Financial Operations

The Company's financial operations are conducted in accordance with its Amended and Restated Shareholders' Agreement dated December 19, 2005 and Board Approved Policies. The Company's accounts are audited annually by external audit firms and presented annually at the Annual General Meetings of the Company.

a. Highlights for the Fiscal Year - Financial Performance

➤ Comparison to Budget

A comparative analysis of the 2013 actual income versus the 2013 budget income is presented in the following paragraphs.

- **Net Income** of US\$25.908 million represented a negative variance of US\$2.659 million over the budgeted US\$28.567 million.
- **Lease and Service Income** of US\$124.430 million was US\$4.114 million below budget. The components of this variance were:
 - The average CPI was below budget and resulted in lower Service income of US\$0.082 million
 - Penalties were US\$4.028 million above budget as a result of capacity shortfalls associated with the 1994 PPA
 - Overall energy sales on both PPAs were below budget by US\$0.003 million.
- **Operations and Maintenance** costs were under budget by US\$1.012 million due to projects at the Point Lisas Plant and the reversal of the property tax expense due to the repeal of the property tax legislative amendments.

- **Administrative Expenses** were under budget by US\$0.916 million due to a reduction of incentives.
- **Depreciation and Amortisation Expenses** were US\$0.237 million above budget due to a revisions of capitalisations in the last quarter of 2012 which were not reflected in the budget.
- **Other Income** recorded a favourable variance of US\$0.660 million. This was as a result of the reimbursement of environmental remediation expenses by the Government of Trinidad and Tobago under the Government Implementation Agreement.
- **Current Taxes** were US\$2.411 million above budget as a result of higher income and lower wear and tear allowances than budgeted.
- **Deferred Taxes** were under budget by US\$1.514 million due to a timing difference in the actual and budgeted capital expenditure.

b. Budget Formulation

Budget formulation is an annual exercise incorporating all line functions. The format of the budget is in accordance with the Amended and Restated Shareholders' Agreement dated December 19, 2005. The budget is presented to Management Committee of the Board which then recommends same for approval by the Board. The Annual Budget and Strategic Business Plan is normally approved in October of the prior year to the fiscal year commencing on January 01.

c. Expenditure vs Budget

The financial performance of the Company is set out in the Annual Review for 2012 (see Attachment 2). The Board Approved Capital Expenditure Policy is set out in Attachment 3.

The Company's financial performance in 2012 was as follows:

	2013 GOAL	2013 ACTUAL
Net Income Unadjusted (US\$ million)	28,567	38,475
Net Income Adjusted for pension assets (US\$ million)	28,567	25,908

d. Debt Policy

The Company's debt policy is a Board Approved Policy which is set out in Attachment 4. A summary of the main provisions are as follows:

- The debt financing policy seeks to establish guidelines in connection with any indebtedness to be incurred by the Company. The Company may obtain debt financing from (i) any reputable lending or financial institution; or (ii) the issuance of privately placed or publicly registered note or security; or (iii) any individual, company or other body, including any Shareholder or Affiliate thereof, which may be approved by Unanimous Board Approval.
- However, such indebtedness so incurred shall:
 - (i) be in accordance with the Shareholders Agreement and the relevant Annual Budget;
 - (ii) be obtained on commercially reasonable terms; and
 - (iii) not cause the Company's debt/equity ratio at any time to exceed 1.5
- Such indebtedness must be:
 - (a) necessary for the purposes of enabling the Company to meet its obligations under any applicable laws or regulations;
 - (b) otherwise required in order to enable the Company to manage its Business efficiently; or
 - (c) in furtherance of, or otherwise for the purpose of expanding, the business of the Company as may be approved by the Majority Shareholders from time to time.

e. Investment Policy

The Company's investment policy is a Board Approved Policy which is set out in Attachment 5.

A summary of the main provisions are as follows:

- The Company shall invest its liquid assets in the following types of investments only and then in accordance with prudent business practice:
 - (i) investment grade marketable direct obligations issued or guaranteed by the Government of the United States of America or the Government of the Republic of Trinidad and Tobago or issued by an agency of either of the foregoing and backed by the full faith and credit of any of the foregoing;
 - (ii) investment grade marketable direct obligations issued by any state of the United States of America;
 - (iii) investment grade commercial paper and bonds issued by corporations organized under the laws of any state of the United States of America or the Republic of Trinidad and Tobago; or
 - (iv) Eurodollar certificates of deposit or time deposits or bankers acceptances issued by any commercial bank organized under the laws of the United States of America or any state thereof or the Republic of Trinidad and Tobago having combined capital and surplus of not less than US\$50,000,000;
 - (v) and, in the case of paragraphs (i) to (iv) above, having a final maturity of one year or less from the date of acquisition by the Company.

- The investments to be made by the Company (other than the temporary investment of its reserves and cash on current account) in any Financial year will be set out in the Annual Budget for such year as approved and amended in accordance with the Shareholders Agreement.

- Save in exceptional circumstances the Company shall not have any single investment or investments of the type described in paragraphs (i) to (iv) above in any one organization which, whether individually or in the aggregate, comprises more than 40% of the cash, reserves and other liquid assets of the Company. If there are such exceptional circumstances, the Management Committee shall in any event ensure that the holding in excess of the 40% limit does not continue for more than 3 months.

f. Internal Audit Function

The Company's internal audit function is outsourced to an auditing firm and reports to a sub-committee of the Board, the Internal Audit Oversight Committee. A copy of the Terms of Reference is set out in Attachment 6. The main findings on audits of the Company for the year 2013 are as follows:

- *Human Resources and Finance Review*

For the Finance function, there were no exceptions noted for the areas of Accounts Payable and Bank Reconciliation. There was one exception each for the Payroll and Management Reporting which were explained by management. Certain exceptions were identified as follows:

- in relation to Short Term Investments the investment portfolio was not consistent with the investment ratio for US\$ to TT\$, management's response was that this was a function of the market conditions for the availability of US\$ and that the investment policy would be amended to reflect a more realistic foreign to local currency ratio;
- in relation to Fixed Asset verification, the verification was not performed on a timely basis, management's response was that due to resources availability this was outsourced.

For the Human Resources function, there were no exceptions noted for Training and Development. Certain exceptions were identified in the following areas:

- in relation to Recruitment and Retention, screening checks on new employees were not consistently conducted and documented; management's response was that a check-list would be followed and documented for every recruit's background checks;
 - in relation to the Performance Management System, it was recommended that adequate training and one-on-one sessions on the creation of SMART goals be implemented as well as the monthly progress updates should be reconsidered; management's response was there was general training and individual training was available while monthly progress updates was required. In the discussion on the system, Ms. Narinesingh demonstrated examples of goals which were unrealistic, not time-bound and vague. Ms. Guy agreed that more emphasis would be placed on development of SMART goals.
 - in relation to Terminations, exit interviews were not consistently conducted, management's response was that a checklist would be implemented to demonstrate compliance and that where exit interviews were refused this would be indicated.
- *Internal Audit Assessment Report On Project Management Outages*
 - It was clarified that the planning horizon of four years in advance for planned outages was consistent with industry best practice (as per the consultancy by Reliability Management Group which provided the templates for the Project Management Office ("PMO")) and also in keeping with the Company's business planning cycle. However, the number of forced outages and emergent work resulted in much shorter planning horizons and scope changes. The planning horizon also allowed the Company to benefit from long term discounts.
 - A Continuous Improvement Process Committee (in accordance with the Outage Management Manual) was identified as a good practice.
 - The Outage Management Manual would be presented to the Management Committee/Board for approval by the end of the first quarter 2014.

- in relation to Administration and the payroll function, HR should stamp, date and sign all payroll instructions, management's response was that this had been implemented.

Special Assessments of Group Health Plan Contract and PLA Consultancy Contract

- The group health plan contract and the PLA consultancy contract would be ratified.

5. Human Resource Development Plan

- **Organisational Development - Staffing and Structure**

The revised organisation structure to support the goals and strategies was implemented in 2012 with focus on Asset Integrity and Assurance Services. This was complemented with a robust program of training and development and exposure to best practices and industry groups. Management and executive level staff were exposed to development programs with the aim of building the appropriate suite of leadership and management competencies that best suits the organisation's realities.

Staffing management was a high priority during the review period with emphasis on having the resources to achieve asset management and improved equipment reliability. The Company continued to utilise its internal resources to meet its staffing needs, hiring from external sources only when absolutely necessary.

In March 2012, the Company concluded negotiations with the SSA and OWTU and turned its attention to aligning all staff to achieve of the Company's goals by extending the performance management and appraisal system to the general, unionised staff level.

- a. Organisational Establishment**

The organizational establishment for 2013 is attached as Attachment 7.

As at the end of December 31, 2013 the organization establishment comprised the following:

HEAD COUNT AS AT DECEMBER 2013

Department	Approved Establishment			Actual Head Count			Variance		
	No. of Staff		Total Headcount	No. of Staff		Total Headcount	Mgmt	Non- Mgmt	Total Headcount
	Mgmt	Non- Mgmt		Mgmt	Non- Mgmt				
Head Office									
Office of the GM	1	1	2	1	1	2	0	0	0
Human Resources & Administration	5	6	11	5	6	11	0	0	0
Business Development	0	0	0	0	0	0	0	0	0
Legal & Regulatory	4	2	6	4	2	6	0	0	0
Operations	5	1	6	8	3	11	3	2	5
Information Resources	3	4	7	3	4	7	0	0	0
Finance	7	6	13	7	6	13	0	0	0
Supply Chain	0	6	6	0	5	5	0	-1	-1
Total :	25	26	51	28	27	55	3	1	4
Plant Total :	58	306	364	40	310	350	-18	4	-14
Total Head Count:	83	332	415	68	337	405	-15	5	-10

	Contract Employees	Present Trainees		
		Engineers	Other	TOTAL
Head Office	10	0	33	43
Supply Chain	2	0	0	2
Penal	0	0	0	0
Point Lisas	0	0	0	0
Port of Spain	2	0	0	2
TOTAL	14	0	33	47

b. Category of Employees

The Company employs the following categories of employees:

- (1) Management Professionals
- (2) Senior Staff Association Members
- (3) Oilfields Workers Trade Union Members (registered trade union)

c. Career Path Systems

The Company supports the development of its personnel and where applicable has potential for career development. The Company has a Career Planning Policy and Training and Development Policy, both of which are attached in Attachment 8.

Career planning in the technical areas is centered on structured competency assessment. Technical training and refresher training support this progression utilizing the Prior Learning Assessment system. There is also an Engineer in Training and Generator Trainee programme to ensure that new graduates and technical vocational trainees are trained and competent in power plant operations. The formal trainee programmes in 2012 benefitted 5 persons.

The Company recognises that effective management is essential to staff retention. There is a need for managers to create and sustain employee engagement, manage change effectively, and conduct succession planning in a proactive systematic way.

Managers are therefore required to attend training courses aimed at building effective teams and healthy workplace climates conducive to employee commitment, which courses include:

- Developing competence in people skills (soft skills)
- Building cohesive and productive teams
- Developing approaches to effective work teams
- Assessing and developing strategies for organisational problems

- Reviewing change management approaches
- Doing strategic planning
- Developing approaches to enhanced competence in engaging and motivating employees
- Communicating effectively in a variety of situations

To address the issue of current managers retiring or leaving for other opportunities, PowerGen's training and development plans are aligned to meet the needs of employees. To that end, staff development entails the following:

- individual external courses focused on needs of employees; and
- internal department-specific custom training services.

d. Performance Assessment/Management Strategies

Since inception, the Company has implemented performance assessment systems. The applicable policies on Performance Evaluation and Performance Management are attached in Attachment 9.

e. Promotion- selection procedures

The Company's Recruitment and Selection policy is attached as Attachment 10.

f. Employee Support Services

The Company has an active Employee Assistance and Wellness Programme and the policy is attached as Attachment 11. Employee support includes counseling, psychological support for employees, anti-addiction support and extends to families where persons have encountered traumatic situations including family issues.

The Employee Education Assistance Programme is also a key employee support service. The policy is attached as Attachment 12. This Programme provides employees with financial support

for formal education and training. Offering employees continuing education opportunities leads to a well-trained work force. It also allows eligible employees to achieve professional growth and greater job satisfaction by enrolling in undergraduate, graduate or Ph.D. degree or job-related courses.

The Computer Literacy Programme is another avenue for professional development that PowerGen employees can utilise. The policy is attached as Attachment 13. The Programme allows employees to access a computer allowance through various options.

6. Procurement Procedures

- a. Open tender**
- b. Selected tender**
- c. Sole tender**

The Company has a Tenders Procedure and a Board Approved Purchasing Policy which governs the procurement of goods and services, please see Attachment 14. The list of tenders issued for the year 2012 and their values are attached at Attachment 15.

7. Public and Community Relations

a. Client and Public Access to services

The Company has one customer (by law, PowerGen is only allowed to generate bulk electrical power and sell to T&TEC) and therefore there is no client or public access to services.

b. Community and Stakeholder Relations

The Company is one of the largest sponsors of youth cricket in the country through its support of the PowerGen Secondary Schools Cricket League and also sponsors the Annual Special Children's Sports Day for all special schools. It is an active provider of scholarships to primary and tertiary level students as well as its employees are leaders in community based outreach projects.

The Company also sponsors the PowerGen Cricket Club which is a community based club which both plays competitive cricket and provides training and support to young sportsmen and women in the community.

The Company's local partners would include the Trinidad and Tobago Cricket Board (for the youth cricket programmes); and the University of the West Indies, the National Centre for Persons with Disabilities, YTEPP, the National Energy Skills Center (for educational scholarships).

The Company's board approved Philanthropic Policy is attached as Attachment 16.

c. Strategic Partnerships (local, regional, international)

PowerGen has no strategic partnerships with other local, regional and international parties.