**GUYANA SUGAR CORPORATION INC.**

**ANNUAL REPORT**

**2015**

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# 10 YEAR OVERVIEW

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# AGRICULTURE

## Production

**Table Showing Estates’ Individual Production Achievements for 2015 with 2014 Comparatives and 2016 Forecasts**



In 2015, the GuySuCo budgeted to produce a total of 227,443 tonnes of sugar; this included an estimated farmers’ production of 26,117 tonnes. The Corporation exceeded this target by 1.6%, producing 231,071 tonnes.

2015’s production also represented a 7% increase over 2014’s production. It is forecasted for sugar production to increase by another 4% in 2016 to 239,513 tonnes.

**Table Showing Improvements in Cane and Sugar Yields**



The increase of 14,714 tonnes from 2014 to 2015 was due to improved cane yield and factory recoveries. Tones Cane per Hectare (TCH) increased by 4% from 2014 to 2015 while Tonnes Cane Per Tonnes Sugar improved by 7%.

Skeldon’s sugar production of 39,157 tonnes surpassed 2014’s actual and is now the highest production since the new factory was commissioned in 2009. The factory performance has increased considerably and the tcts has improved by 15%.

## Tillage

**Table Showing Estates’ Individual Tillage Achievements for 2015 with 2014 Comparatives**



In 2015, the industry achieved a total of 7,892 ha of tillage (78% of its target of 10,070 ha); this includes 358.6 ha of farmers’ land.

The decline in tillage of 358 ha is mainly due to the private farmers whereby 734.1 ha were tilled by the farmers in 2014 as compared to 358.6 ha in 2015.

The Estates tilled 17.5 ha more than in 2014.

## Planting

**Table Showing Estates’ Individual Tillage Achievement for 2015 with 2014 Comparatives**



The industry in 2015 achieved a total of 7,284 ha of planting, of which 224.2 ha were in the farmers’ area. This represents 74% of target of 9,861 ha. The shortfall of planting was taken up in supplying. A total of 5,714 ha were supplied in 2015 as against 11,511 ha in 2014.

In 2014, the industry achieved 8,277 ha of planting of which 709.8 ha were farmers.

## Conversion

A total of 1,198.7 ha were converted in 2015, as against a budget of 2,100 ha.

## Farmers

In 2015 the farmers produced a total of 24,453 tonnes of sugar as against 21,132 tonnes of sugar in 2014. This represents approximately 11% of the industry’s production for the year.

It is budgeted for the farmers to produce 26,985 tonnes of sugar in 2016.

## Flood Fallow

Due to the drought, the Corporation did not flood fallow in the latter half of 2015.

565.9 ha were flood fallowed in the period July 2014 to June 2015.

# RESEARCH

In 2015, the Department’s scientists contributed monitoring and advisory support to the estates where necessary, in crop maintenance .The last year, was a somewhat dry year, with the mean annual rainfall was 1784mm, 11% lower than the historical (59year) mean. Individual estate’s rainfall varied from 2980mm at Uitvlugt to 1346mm at Blairmont.

## Breeding and Selection

Emphasis continued to be placed on the High Quality Selection Programme which is being run with close cooperation of the High Quality Programme at the West Indies Sugar Central Sugarcane Breeding Station. This has begun to produce results that received attention from sugarcane breeders around the world. The department commenced 2015 with 103,221 seedlings, 8,632 clones and 1,364 varieties under evaluation. During the year 15,508 seedlings were planted for stage I evaluation, 6,331 of which were established to facilitate analysis of the crosses as family. In addition, 538 clones were advanced to stage III and assigned their permanent identification numbers.

## Pests and Diseases

Throughout the year there were no reports of major outbreaks or severe infestations of any major or minor pest species, however the usual seasonal upsurges at endemic locations/sections in cultivations on various estate were evident for the major pest. The Routine prophylactic baiting for the Sugarcane rat (Holochilus brasiliensis) was continuous on all estates, guided mainly by quantitative routine monitoring and harvesting schedules for guard-up measures and along borders of natural endemic sites & habitat. Close monitoring of all major problem weeds continued during the year. The management of Problem weeds especially on Demerara Estates was affected by the weather.

## Central Analytical and Environmental Monitoring Services (CAEMS)

Fifty Six Thousand, Three Hundred and Twenty-eight (56,328) analyses were conducted on Ten Thousand, Two Hundred and Eighty-seven (10,287) samples during the year. The majority of these analyses were required for the monitoring of routine operations and research projects carried out by the Corporation’s Agriculture and Factory Departments.

# FACTORY

## Sugar Production

**Table Showing Sugar Production for 2015 with 2014 Comparative**

|  |  |  |  |
| --- | --- | --- | --- |
| **Factory** | **2014** | **2015** | **Change** |
| Skeldon | 35,890 | 39,158 | 9% |
| Albion | 51,294 | 61,910 | 21% |
| Rose Hall | 31,931 | 29,768 | -7% |
| Blairmont | 33,499 | 36,695 | 10% |
| East Demerara | 30,932 | 27,094 | -12% |
| Wales | 18,898 | 20,014 | 6% |
| Uitvlugt | 13,916 | 16,432 | 18% |
| Industry | 216,357 | 231,071 | 7% |

Sugar production for 2015 totaled 231,071tonnes representing 102% of the target of 227,443t. Favorable weather conditions for harvesting and steady labour turnout in second crop resulted in factories being supplied with canes continuously and consequently improved production levels.

Albion’s performance was the best achieving 21% of its target. Improvements were evident at Skeldon, Blairmont Wales and Uitvlugt. This is despite challenges faced over the period.

**Table Showing the Average Weekly Grinding Hours in 2015**

|  |  |  |  |
| --- | --- | --- | --- |
| **Factory** | **1st CROP** | **2nd CROP** | **YEAR 2015** |
| Skeldon | 86.80 | 107.31 | 100.19 |
| Albion | 112.99 | 119.72 | 117.24 |
| Rose Hall | 112.52 | 120.96 | 118.08 |
| Blairmont | 128.20 | 128.60 | 128.45 |
| East Demerara | 97.71 | 105.74 | 102.54 |
| Wales | 100.09 | 105.36 | 102.93 |
| Uitvlugt | 84.65 | 102.89 | 92.12 |
| Industry | 103.55 | 114.52 | 110.09 |

During the 2nd crop 2015, Albion, Rose Hall, Blairmont and East Demerara surpassed 130 hrs/week on several occasions. Poor harvesting conditions in 1st crop 2015 affected cane supply to factories, hence the under achievement of grinding hours.

Factory time efficiency for the industry was 91.39% while mill extraction was 92.91%. This is compared to 2014 performance of 92.07% and 90.98% respectively.

## Time Loss

**Table Showing Time Loss in 2015**

|  |  |  |  |
| --- | --- | --- | --- |
| **Factory** | **OUT-OF-CANE** | **STRIKES** | **FACTORY BREAKDOWNS** |
| Skeldon | 896.53 | 169.08 | 471.21 |
| Albion | 810.85 | 223.84 | 228.94 |
| Rose Hall | 348.01 | 350.00 | 304.25 |
| Blairmont | 450.21 | 363.40 | 122.86 |
| East Demerara | 890.57 | 314.66 | 493.18 |
| Wales | 933.13 | 150.85 | 260.93 |
| Uitvlugt | 1,061.71 | 149.42 | 201.60 |
| Industry | 5,391.01 | 1,721.25 | 2,082.97 |

When compared to year 2014, loss time due to out-of-cane reduced by 33%, strikes increased by 130% and factory breakdowns reduced by 8% for the industry. Loss time due to factory breakdowns at Skeldon and East Demerara remained high however; the maintenance programmes will be addressing the core issues.

## ISO Certification

The annual surveillance audit of the company’s quality system was completed and Blairmont and Enmore factories have retained the ISO 9001 certification status.

## Skeldon Sugar Modernization Project

The main focus for 2015 was on improving factory throughput and reliability. To improve factory throughput, major modification works were completed on the outboard punt dumper to convert the lifting mechanism from hydraulic rams to cables and winch. The modification proved successful with overall factory throughput achieving a weekly average as high as 260t/hr. Such level was never achieved since commissioning in 2009.

With a steady cane supply and higher factory throughput, Skeldon recorded its highest ever overall recovery of 75.24% since commissioning.

## Cogeneration

Supply of power to the national continued throughout 2015. A total of 36GWh was supplied to the Berbice Interconnected System (BIS) for the year in review.

## Enmore Packaging Plant

Production of value added products continued during 2015. At least three(3) new brands of sugar were released. These include Regale, Cuisine and Enmore Crystals. The output of the Plant for the various products is seen in table below:

**Table Showing Production of the Enmore Packaging Plant**

|  |  |
| --- | --- |
| **Product Name** | **Quantity in tonnes** |
| Demerara Gold | 2,988.665 |
| Demerara Brown | 690.075 |
| Enmore Crystals | 96.066 |
| Regale | 75.042 |
| Cuisine | 164.975 |
| Genuine Demerara Cane Sugar (50kg) | 9,431.45 |
| Genuine Demerara cane Sugar (1t) | 638 |
| **TOTAL** | **14,084.273** |

Sugar production for 2015 at East Demerara Estates was 27,094t. Therefore, 14,084.273t represents 52% conversion to value addition.

# 

# HUMAN RESOURCES

## Management Structure

In 2015 a new National Government resulted in a change of leadership of the Corporation. An Interim Management Committee comprising of Mr Errol Hanoman, as Chief Executive Officer and Paul Bhim, as Finance Director, was in effect from June 3, 2015 as well as a new Board of Directors, which held its first meeting in August 2015. Meanwhile, the Human Resources Director, Mr. Jairam Petam retired in May, 2015 and an Human Resources Management Adviser, Mr. Earl John was appointed in December, 2015.

## Human Resources Audits

In an attempt to update the HR function spanning a wide section of areas, including filing records and use of the computerized (HRMS and SugarPay) systems, audits were planned and 3 were conducted on estates in 2015. The audits sought to determine whether employees’ personal files had the requisite records included, whether the biodata was inputted into the systems and whether the Human Resource Management Information System and the SugarPay System were fully utilized. The estates audited were:

Skeldon, June 8 – 26, 2015

Blairmont, June 28 to October 30, 2015[[1]](#footnote-1)

Albion, November 2 to December 18, 2015

The use of employee biodata is integral to the operations in the HR Dept, particularly for upkeep of records and data management as well as for staff promotions and salary increases, to name a few. Staff were asked to provide proof of documentation, including certificates to update records across the Corporation. The findings on some aspects of employee biodata are indicated in the table below.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Estate/Staff** | | | | **Establishment** | **Birth Certificate** | **Identification Card** | **NIS Card** | **TIN Certificate** |
| **SWR** | | | |  |  |  |  |  |
| Files | Junior | | | 220 | 210 | 202 | 207 | 207 |
| Workers | | | 225(10% sample) | 157 | 86 | 121 | 105 |
| HRMS (Junior) | | | | 220 | 210 | 210 | 214 | 205 |
| SugarPay (Workers) | | | | 2253 | 1898 | 2009 | 2246 | 2149 |
| **AN** | | | |  |  |  |  |  |
| Files | | | Junior | 275 | 271 | 247 | 224 | 269 |
| Workers | 310 | 270 | 246 | 250 | 267 |
| Junior Staff | | | | 275 | 275 | 275 | 275 | 250 |
| Workers | | | | 3097 | 3097 | 2938 | 3097 | 3068 |
| **BCF** | | | |  |  |  |  |  |
| Files | | Junior | | 190 | 181 | 154 | 159 | 162 |
| Workers | | 208 | 131 | 61 | 59 | 54 |
| Junior Staff | | | | 190 | 188 | 189 | 180 | 169 |
| Workers | | | | 2091 | 2041 | 1284 | 1867 | 1758 |
| **Total** | | | | **9329** | **8929** | **7901** | **8899** | **8663** |
|  | | | |  | **95.7%** | **84.7%** | **95.4%** | **92.9%** |

Meanwhile personal files were updated and filed according to recommended order.

## Training

The Training Department facilitated thirty nine (39) sessions of workshops in fourteen areas spanning Human Resource Management, Occupational Health & Safety, Supervisory Management, Communication, Report Writing, Quality Management, Sugar Cane Agronomy, Integrate Pest Management, *inter alia,* in which 436 senior staff and 182 junior staff benefitted. Tables with details of training programmes are in Appendix 2. In addition, 48 staff benefitted from training conducted externally; these were Administrative and Secretarial Support and Building the Organisation through Personal Growth.

## Evaluation

Post evaluation of programmes, seminars and work-shops is continuously done to determine the extent to which learning took place and whether it was transferred effectively in the working environment. Evaluation forms were distributed for 169 staff members, of which 96 for Human Resources Management & Industrial Relations Seminars, 25 for Basic Project Management Course and 48 for Communication Seminars. Completed forms were returned for 113 staff members including 74 for Human Resources Management & Industrial Relations seminars, 10 for Basic Project Management Course and 29 for Communication Seminars.

## Cadetships

### Scholarships to University Guyana

Eleven (11) Cadets have successfully completed their first and second year in the BSc. Agriculture and Civil Engineer programme at both Tain and Turkeyen campuses. Additionally, five (5) employees have been awarded cadetship to pursue a BSc in Agriculture and are currently in the First Year.

### Scholarship to Guyana School of Agriculture

Sixteen (16) staff members graduated with the Diploma in Agriculture from Guyana School of Agriculture (GSA) and have since commenced their contractual agreement with the Corporation. Meanwhile, five (5) students have completed their First Year and will be proceeding into second year, and a new batch of four (4) staff members is currently undergoing First Year training for the Academic Year 2015-2016.

### Work-study Attachment

Eighteen (18) students were on seven (7) weeks work-study attachment during the reporting period: - nine (9) from Secondary Schools and seven (7) from the University of Guyana, who were assigned duties at Head Office Departments. There were also two (2) students from the T.A. Marryshow Community College, Grenada who were assigned duties at Information Systems Department.

### Bursaries

Ninety-nine (99) students across the Industry and Head Office qualified and were awarded Bursaries for the National Grade Six Assessment, while one hundred and thirty-four (134) children of employees were reimbursed cash for their success at the CXC/GCE/CAPE Examinations.

### Management Trainees

There were two (2) Factory Management Trainees - Mechanical Engineer & Chemistry who would complete their formal training in February and March, 2016.

### Assistance to Study Scheme

Twelve (12) employees accessed funds from this scheme during the year totaling seven hundred and ninety-three thousand, eight hundred and thirty-eight ($793,838.) dollars.

### Industrial Attachments

Two (2) students from the University of Guyana (Civil and Mechanical Engineer) are currently on Industrial Attachment at Factory Operations and East Demerara Estate.

## GuySuCo Training School

The first year training programme was amended to facilitate specialized trades in the second six months in order to improve the knowledge and skills of the apprentices before moving into the second year of training. As such apprentices were able to accelerate the second year training by improving their performance.

In June 2015, 57 second year apprentices wrote the craft examinations whilst 30 third and 10 fourth year apprentices wrote the advanced and technician’s examinations. There were 44 distinctions, 81 credits, 13 passes and 5 referrals.

GTC/PM continues to enhance the Instrumentation and Auto Mechanic programs to satisfy the current needs of the Industry by upgrading the facility standards and concentrating on an increase of in plant training in both field and factory for the second year apprentices and staff. Apprentices and staff were also involved in In-plant training at the Skeldon and Albion factories/ fields in March 2015. The one- day per week in-plant training for the Electricians and Instrument Mechanics at Albion Factory commenced on March 11th and 13th, 2015 respectively and concluded until the end of the first crop; twenty seven (27) students participated, along with their instructors. The Fitting & Machining apprentices completed their one week in-plant training at Albion Factory and Workshop from February 9th to 13th, 2015. Second year apprentices along with the Instrument Repair Mechanic apprentices completed their training at GTC/PM on June 25th 2015 and return to their respective sponsored estates. Seven Sugar Boiler Apprentices concluded their six-week in-plant training at Albion in April, 2015. There is growing demand for mechanization and automation of the sugar industry, as such Apprentices within their second year training continue to visit the estate with structure training programs to enhance their skills by working along with journey men. At the same time Instructors benefited by acquiring knowledge of some of the changes made within the industry in this area. Changes were made to the Instrumentation and Auto Mechanic course outlines to bridge the gaps with the industry current needs.

The in- plant training for third and fourth year apprentices is monitored quarterly. Log book and other inspections were carried out on a regular basis by instructors to ascertain that the apprentices are maintaining a high standard. This was conducted across all the estates from the period January 7 to 14, 2015 and May 7 to 14, 2015.

Greater emphasis was placed on apprentice’s progress report discussion with HRM and apprentice parents/guardians. In addition, quarterly meetings were held with the parents/guardians of all first and second year apprentices at the Centre.

Five apprentices from the 2011 entry had their apprenticeship extended by six months each, whilst one voluntarily terminated the apprenticeship.

### Other Training & Extra-Curricular Activities

During the out of crop period, Bell loaders and tractors from Albion Estate were assigned to GTC/PM workshop to further enhance training. Also, senior staff from the factory and workshop conducted frequent technical training sessions for which the apprentices benefitted.

The apprentices participated in frequent lecture sessions and public speaking on Friday evenings at the Hostel. Regular remedial sessions were held on Saturdays and Sundays for apprentices not academically sound. The Ministry of Culture, Youth and Sports conducted lecture on Drugs and Alcohol abuse on July 26th 2015.

Sports and culture are an integral part of an apprentice’s life. Annual Athletics, cycling and swimming championship was held in September 2015. The Centre continues to participate in sports throughout the year; and is boasted as having one of the leading volley ball team in this country. After seven years the Guyana Junior Volleyball team won the Inter Guiana Games tournament held in Suriname, 9 out of 12 players were apprentices from GTC/PM. They also defeated the Trinidad and Tobago national junior team.

Apprentices participated in the inter schools basketball competition, Berbice under 19 and T20 cricket, the final in the Digicel under -19 football tournament and the Berbice youth table tennis tournament. Awards were received for the most improved player, most disciplined team and second place in this tournament.

The staff and apprentices also participated in the Albion Estate out of crop volleyball and softball tournament, annual six miles road race and twinning exercise with Corentyne Comprehensive Secondary School.

The Guysuco Training Centre in collaboration with the Board of Industrial Training continued to offer its evening class programs to the communities of Regions 5 and 6. Since the reintroduction of the evening class programme in 2013 at the Guysuco Training Centre, 346 persons were trained in the areas of Refrigeration and Air-Conditioning, Fitting and Machining, Welding and Fabrication, Electrical Installation, Motor Vehicle Service and Repairs and Supervisory Management. 130 persons graduated from the third batch in April 2015, the fourth batch of students commenced their training on 7thSeptember 2015.

# INDUSTRIAL RELATIONS

## Work Stoppages

There were 193 strikes recorded in 2015, being the lowest for the past 5 years average of 220. There were two major work stoppages for the year and those were the three (3) days and seven (7) days industry wide strikes for wages and salaries and Annual Production Incentive (API) respectively. Those two strikes contributed significantly to the increase in mandays lost for the year with 19,799 and 24,802 man days respectively.

The Corporation surpassed it sugar production target in the second crop, however, it was not without challenges; a greater portion of strikes were recorded during the second – 114 (59.1%) strikes. The Agriculture piece rated workers continued to demand very high prices for obstacles and to cut and stack canes for Bell in wet weather, resulting in unnecessary work stoppages and refusal to take up work.

The cane harvesters’ demands for exorbitant prices, acceptance of work and demand for cut and stack in 2015 accounted for a total of 155 strikes with 52,021 mandays lost at (80.3 % and 74.2% respectively).

**The comparative analysis of strikes from 2010 – 2015 are as follows:**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Year | **2010** | **2011** | **2012** | **2013** | **2014** | **2015** |
| Work Stoppages | 250 | 221 | 203 | 233 | 194 | 193 |
| Mandays Lost | 97,139 | 37,639 | 50,230 | 38,121 | 32,064 | 70,129 |
| Wages Lost (G$M) | 195.2 | 73.5 | 117.5 | 104.5 | 96.3 | 181.5 |

## Production Incentives

A total of 94.41 tax-free days’ pay was awarded to qualified employees as Weekly Production Incentive (WPI) across the industry, comprising 25.50 and 68.91 days for the 1st and 2nd crop respectively. During 2014, WPI achieved were 25.65 in the 1stcrop and 39.25 in the 2nd crop.

## Strike by Causation

The main cause of strikes are pricing/acceptance of work, wages or incentives, demand to cut and stack as well as a number of reasons  that vary across the industry such as: Draw Planters refused to draw down canes claiming that the canes do not have the required cuttings; Cane Transport Operators and Mates expressing dissatisfaction with the condition of Tyres and Tubes; Harvesters refusing to take up work claiming that their gang is being split too often; Increase in Wages and Salaries; Payment for overrun canes; Demand for Personal Protective Equipment and tools; in solidarity with their colleague who were summarily dismissed.

**Table Showing Strikes by Causation over the Last 6 Years**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Year** | **2009** | **2010** | **2011** | **2012** | **2013** | **2014** | **2015** |
| Pricing/ Acceptance of work | 151 | 157 | 144 | 128 | 147 | 120 | 125 |
| Wages/Incentive | 35 | 26 | 9 | - | 7 | - | 2 |
| Demand to cut & stack | 8 | 32 | 33 | 28 | 28 | 32 | 30 |
| Others | 35 | 35 | 35 | 47 | 51 | 42 | 36 |
| **Total** | **229** | **250** | **221** | **203** | **233** | **194** | **193** |

## Disciplinary Matters

There were a total of 219 instances where the Corporation’s employees have had to be disciplined in 2015. Corrective measures were instituted on 148 instances, whereas there were 71punitive measures taken with 59 being suspensions and 12 resulted in dismissals.

## GuySuCo\GAWU/ NAACIE Wages and Salaries Negotiations

The GAWU and NAACIE submitted their respective memoranda of claims March 3, 2015, for a nine (9) percent increase and March 30, 2015, for ten (10) percent increase in wages and salaries for 2015, respectively. Preliminary meetings were held September 16 and 17 2015. Further meetings were held on October 30 and November 3, 2015, with the respective Unions, where the delegations were informed that future engagements on this matter should be after deliberation on the COI report, from which it is expected that a basis and a framework would be adopted for further engagement.

## GuySuCo /GAWU Annual Production Incentives (API) Negotiations 2015

The Union had submitted its proposal for API on November 9, 2015, proposing a payment of one day’s pay (API) for every 32,500 tonnes of Sugar produced. The parties met on November 18, 2015, where the Corporation proposed that one day’s pay be earned for every 85,000 tonnes sugar after which the Union counter proposed 37,000 tonnes sugar for one day’s pay. The parties met again on Friday November 20, 2015, at LBI where the Corporation restated its position and the Union requested time to consult with its wider membership.

However, as from Saturday November 21, 2015, workers across the industry proceeded on industrial action. The Union’s President was written to on Monday November 23, 2015, advising that further protest action may result in the Corporation withdrawing its offer and that normalcy should prevail across the industry before any future meetings were held between the parties.

Upon full resumption of work after the week-long strike, the parties met for a third meeting on December 3, 2015, where it was agreed that there was an impasse and the matter should go to conciliation. The parties met at conciliation under the auspices of the Chief Labour Officer on December 8 & 11, 2015. At the second meeting the conciliator informed parties that an impasse had been reached and he needed to consult the Minister of Social Protection for advice on the way forward. An update from the conciliator is awaited.

## Health Services

Two diagnostic centres and fifteen estate primary health care centres across the industry provide health care services to Guysuco’s employees and pensioners. The staff comprises 46 medical personnel which include 6 Doctors, 10 Medexes and 30 Nurses.

Number of visits to all Health Centres, including ODC for the period January to December 2015 amounted to 89 989 compared to 104 438 for the same period in 2014, a 14% decline in visitors. There has been a declining trend in attendance over several years.

Medical Examinations are a very important activity of the Health Service. To date, 4604 employees were medically examined and counselled.

The Medical Board evaluated 86 employees of which 82 were medically discharged, 3 deemed fit for normal duties and one (1) recommended for alternative duties. Seventy nine employees or 96% of the employees who were medically discharge were 50yrs. and below, the most productive period of their lives. Fifty six employees (68%) were discharged because of illness and only 14 or 17% were discharged for injuries.

Sixty health education sessions were conducted for this period at all location in the industry. Topics included alcohol and substance abuse, obesity, nutrition, physical activity, diabetes, hypertension, back injuries and work stress. At the GAWU Labour College, 12 lectures on Alcohol and substance Abuse were delivered by Estate Medical Officers and the CMO.

A fleet of 8 ambulances made 5186 trips responding to emergencies from the workforce and community.

# FINANCIALS - DRAFT – UNAUDITED









**END**

1. [↑](#footnote-ref-1)