



ONE CARIBBEAN
MEDIA LIMITED

Celebrating Our
10th
Anniversary



The OCM story

A partnership becomes a reality

TEN years ago agreement was reached between Caribbean Communications Network Limited (CCN) of Trinidad and Tobago and The Nation Corporation of Barbados to merge and create a regional public media company under the name of One Caribbean Media Ltd to be quoted on the Stock Exchanges of Trinidad and Tobago and Barbados.

It is important to reflect on the origin of the relationship between the Barbados and Trinidad companies. In 1973 the founders of the *Nation* decided to start a weekly newspaper in Barbados commencing in November in that year. Premises in Bridgetown had been located, a small staff had been recruited and advertising had been booked for the opening day.

Regrettably the printing press, purchased in Trinidad, was mysteriously damaged beyond repair on the docks of Port of Spain a few weeks before the first issue was to have been printed.

The *Nation* turned to the *Express* and its visionary Chief Executive Ken Gordon for the printing of

its weekly issue. Thus began a relationship between the two corporate entities which has now lasted for more than 40 years.

In fact the relationship blossomed so that from 1998 the two companies held shares in each other, resulting in a cross holding by 2001 of 20 per cent each and cross representation on the Boards of Directors.

The leaders of the companies had long shared a common vision for the creation of a Caribbean-owned media company with an independent editorial voice serving Caribbean readers, viewers and advertisers both in the region and worldwide.

A fundamental aspect of the merger agreement was that editorial control and product output of the Trinidad and Barbados media would remain under the exclusive authority and control of the respective national entities in the relevant countries. This was meant to underscore the absolute commitment to maintaining strong national brand identities and to preserve the underpinning philosophy which gave rise to the creation of the two institutions. That

ethos continues to this day.

The directors of OCM, conscious of the challenges in the media industry and in an effort to enhance shareholder value has, in recent years, supported a strategy of investment in diverse enterprises. In particular the Group has expanded its digital footprint as it pursues New Media initiatives across our existing electronic platforms. We have also enlarged our radio network and made other selective investments.

I take this opportunity to pay special tribute to all those who have contributed to the growth and development of OCM, especially our media personnel who continue to make an important contribution to our societies and the region. I also thank our more than 700 employees across the group and our readers, listeners and advertisers. I am pleased to add that the loyalty and support of our shareholders has been an inspiration to management and the Board of Directors.

SIR FRED GOLLOP QC
Chairman,
One Caribbean
Media Limited



SIR FRED GOLLOP QC, CHAIRMAN OCM

First Board of Directors



OCM'S FIRST BOARD OF DIRECTORS, FROM LEFT, CARL MACK, ANDRE MONTEIL, CRAIG REYNALD, CHAIRMAN SIR FRED GOLLOP QC, DR GRENVILLE PHILLIPS, CHRISTOPHER ANTHONY AUDAIN, JOSEPH ESAU AND HAROLD HOYTE.

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Humbled by your support

I JOINED the OCM team just about eight years ago in the position of Chief Executive Officer, Caribbean Communications Network Ltd and was appointed to the position of Group Chief Executive Officer, One Caribbean Media Ltd (OCM) in January 2011. Working with the OCM team has been an extremely rewarding experience for me since the core of what we do connects with me both on an emotional and spiritual level. What I particularly love about this Group is the relentless commitment consistently demonstrated to the principles associated with operating a free press and the public's right to know. I sincerely believe that it is this commitment and sense of responsibility that have allowed the Group's media assets to attain and hold leadership positions across all media platforms and achieve financial strength and success over the years.

As I reflect on this important milestone, I must make mention of my admiration and gratitude for the tremendous

contribution made by so many special individuals in shaping the OCM Group. Craig Reynald (former OCM, CEO) now retired would have played a critical role in enabling the merger of CCN and the Nation Group to be a reality. Additionally, individuals such as Ken Gordon, Harold Hoyte and Sir Fred Gollop would have played invaluable roles in building the CCN and The Nation Groups into the great institutions they are presently. Without these great regional visionary leaders

and many others, OCM would not be the outstanding regional player it is today.

The OCM Group was founded on legendary brands such as the Express, Nation, CCN TV6 and the Starcom Radio Network however since the merger 10 years ago, we have managed to add a number of great media brands and started the journey of selective diversification. In 2006, OCM was comprised of 9 brands, 10 years later we can boast of having 20 brands.

The Group appreciates that it is part of the Caribbean community and has demonstrated its commitment to building a better regional space through the promotion and spearheading of many initiatives in areas which include education and health. We are very humbled and grateful for the tremendous support that we have received from the public that we serve, our employees, advertisers, shareholders and all the other stakeholders and will strive always to live up to and surpass their expectations.

I am most definitely richly blessed and proud to have this opportunity to lead this great regional Group at this time, to work alongside team members who embrace and are prepared to work tirelessly in pursuit of the Group's aspirations. It is



DAWN THOMAS, GROUP CEO, OCM

my belief that as a result of the team's collective efforts, OCM is well positioned to grow and thrive in the new technology era before us. We have made the right strategic investments in the new media platforms; we have diversified, built a strong talent pool and kept a steady and unwavering

focus on operational excellence.

I look forward to the future with optimism, hope and pride.

DAWN THOMAS
Group Chief Executive Officer
One Caribbean Media Limited



FORMER OCM CEO CRAIG REYNALD, LEFT, AND SIR FRED GOLLOP QC, CHAIRMAN.

Current Board of Directors

SIR FRED GOLLOP, QC
CHAIRMAN, OCMDAWN THOMAS
GROUP CHIEF
EXECUTIVE OFFICER,
OCMDR GRENVILLE
PHILLIPS

HAROLD HOYTE



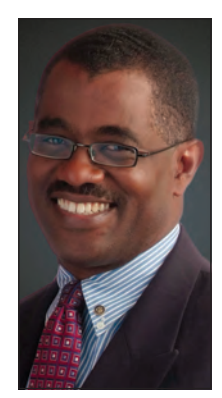
MICHAEL CARBALLO

SHIDA BOLAI
CHIEF EXECUTIVE
OFFICER, CCN GROUP

FAAREES HOSEIN



PETER G SYMMONDS

ANTHONY SHAW
CHIEF EXECUTIVE
OFFICER,
NATION GROUP



**ONE CARIBBEAN
MEDIA LIMITED**

The changing media landscape

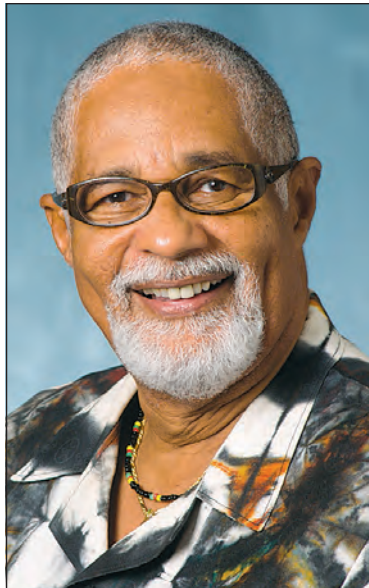
In the following interview Editor Emeritus of the Nation Publishing Co Limited, Harold Hoyte, a One Caribbean Media (OCM) founding member and director, shares his thoughts on its achievements after a decade in operation, the state of journalism and the challenges in the industry with writer Lyle Jones.

Q: In your view how successful has One Caribbean Media (OCM) been over the last ten years in realising the founders' vision?

A: The founders had a vision of a media, electronic and print, coming together with a common view of sharing the aspirations of Caribbean people. In order to achieve that it meant acquisitions throughout the region and the broadening of the coverage.

I think there is room for improvement in terms of the extent to which media houses in OCM approach the coverage of regional information so that the people of the Caribbean can be beneficiaries. So to that extent I don't think we have achieved our goals. But in terms of expanding the reach of OCM throughout the Eastern and Southern Caribbean, this has been an overwhelming success.

Since you've identified the coverage of regional infor-



EDITOR EMERITUS OF THE NATION,
HAROLD HOYTE.

mation as an area requiring improvement, what are your thoughts on the state of journalism in the Caribbean given the challenges that exist with competition from social media?

I am not sure that the response to social media is where it should be. I believe that it's a process that is being developed and I don't think we're sure either in the Caribbean, or even Europe or North America precisely what the ultimate impact

will be of social media. So I think it's a trial and error.

I think to that extent we have been able to do some work in terms of our digital services, our online services both in Trinidad and in Barbados, in particular, and we are trying very hard to be able to stay on top of the rapidly changing landscape and trying to make sure we have platforms to respond whatever the needs are throughout the region as they crop up. But this is a work in progress in my view.

I think that we can distinguish ourselves on the social media landscape if we are prepared to commit to do the kind of hard work that is necessary to fill the void and the gap [that exists] because too much information is off the top of your head, highly opinionated, and highly selective and biased. But I would like to see some research departments set up to be really prepared to churn out the kind of information on daily basis to help with decision making. That is the way we can use the social media to really distinguish ourselves from some of the people operating out there.

What is your view of the cadre of media personnel in the region?

Media personnel in the region are better trained and better prepared for the job than people

of my era; that is the advantage. I think the disadvantage is that coming with that training and preparation is a lack of passion for pursuing the interest of the people we represent.

I don't think that this cadre of media personnel have the drive to be able to ask the kinds of questions that need to be asked, and to that extent I think we are clothed in decency and so on, but really what you need are some people who will ruffle feathers and ask questions that get people uncomfortable. I think that is lacking among current media personnel.

It has been said to some degree that situation could have been shaped by the market we serve. Is there any merit to that view?

Yes. I also agree because the conditions are different from what they were before in terms of the needs of people. In my period definitely there was a need for social improvement, economic improvement, and political development. And I think in the '50s, '60s, '70s, and even '80s we were grappling with that, and that afforded us an opportunity to take on the responsibilities as guardians of the people's rights.

Since then we've all become politically independent and there is no doubt that there is improvement in the quality of

life right through the region, in every territory. But we still have a long way to go, in my view, in terms of making governments accountable for serving the people at an appropriate level. And I think from Jamaica right down to Guyana there are several examples where media houses have not championed the interests of people in the way that they should. I grant you the issues are not as large as they were before, but I just feel that we've neglected our traditional role.

The existence of OCM scholarships indicates that the group is taking a measure of responsibility for the development of media personnel in the region. What are your thoughts on that assessment, and having a scholarship named in your honour?

The effort there really is to be able to send a signal that OCM is prepared to invest in young people, so that we bring people on board who are well qualified. And I believe that over a period of time it will make an impact. We have had one or two fairly successful scholarship winners in the last few years, so I am hopeful about it. And I am obviously very honoured that my name was considered worthy of being associated with this scholarship.



KEN GORDON

A new era

ONE CARIBBEAN MEDIA is a significant landmark in the Development of Caribbean Media and its Chairman and Directors must be commended on the attainment of its 10th Anniversary.

Its genesis goes back to 1974 when a then "recently turned around" EXPRESS Newspaper of Trinidad held out a helping hand to a virtually collapsed NATION Newspaper of Barbados. One suspicious Barbadian Director, Dudley Mayers, gave strong voice to his concerns, accusing his fellow Directors "of not understanding that the ultimate goal of Ken Gordon was to own and control the media of Barbados". He charged that those Directors "who accepted Ken Gordon at his word should recognise that Santa Claus was a myth".

That was 41 years ago and the overwhelming evidence to the contrary is that there have been few better business relationships anywhere. The NATION has become a Caribbean success story and those who had the courage and commitment to support what began as a Caribbean dream have grown into successful businessmen.

Two former Barbadian Prime Ministers from opposing political parties have paid public tribute to the NATION for the role it has played in the development of Barbados: Opening the newspaper's first building in 1977,

Prime Minister Tom Adams said, "Any enterprise which can in four years command the standing now enjoyed by the NATION must give the lie to a sometimes expressed opinion that Caribbean men and women can do little or nothing on their own".

Twenty-one years later, on the newspaper's 25th anniversary, Prime Minister Arthur said, "You have made all the innovations, including the involvement of your staff in all of your corporate affairs to be the essential departure in the history of Corporate Barbados which will help us to turn the table on this unfortunate experience in black entrepreneurship in Barbados".

Meanwhile the EXPRESS expanded its formula of assistance to Grenada, St Lucia, St Kitts/Nevis and Dominica and co-founded the start-up of Daily newspapers in Guyana and Jamaica. This ended the domination of Caribbean media by the foreign owned empires of Lord Thompson, Cecil King and Rediffusion of London.

These are the events which spawned the emergence of One Caribbean Media 10 years ago and it is a matter for celebration that it has performed as creditably as it has.

But this new era has brought its own difficulties and opportunities. The challenge ahead is to maintain the spirit and commitment which drove these initiatives in the first place, even as the compelling demands for improved financial performance lead to different horizons.

I wish the Chairman and his Board of Directors, the Management and what has been an outstanding Staff, continued success.

KEN GORDON
Former CCN Chairman

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Developing the Caribbean's human resources

FOLLOWING the merger of the Nation Corporation in Barbados and the CCN Group in Trinidad and Tobago, the Board of One Caribbean Media Limited (OCM) took a decision to contribute to the tertiary education of the Caribbean's human resources. There was also a desire to recognise two founders of the Group and the contributions they had made to regional business and journalism. This led to the birth of the Vernon Charles (Masters in Business) and the Harold Hoyte (Masters in Journalism) Scholarships.

The OCM Scholarships are opened to citizens of the English-speaking Caribbean. Each scholarship is for a maximum of two (2) years. Applicants must have a Bachelor's Degree or the necessary qualifications/exceptions to enable them to pursue the Master's Degree. If awarded, awardees must be committed to serving the region at the completion of their studies.

In April 2016, OCM will be inviting suitable candidates to apply for the Harold Hoyte (Masters in Journalism) Scholarship for 2016/2017 cycle.



KWAME AT G20 PROTEST IN LONDON

"THANK YOU One Caribbean Media (OCM) for your scholarship initiative.

As the recipient of the inaugural Harold Hoyte Scholarship, I was able to pursue one of my dreams. Having been away from academics for close to two decades, my 2008/2009 journey at City University London was always going to be tough.

The programme was a fine mix of academics and journalistic work. One of the highpoints during my year in England was coverage of the G20 protests. This successful new media experiment opened my eyes to the endless possibilities in the ever-evolving world of journalism.

I graduated with an MA in International Journalism with Distinction. It was extremely gratifying to emerge as one of the top students, especially as I chose to step out of my comfort zone and pursue the challenging broadcast pathway.

Since returning home, my career has blossomed. First, as Online Editor, and now as Multimedia Sports Director/Producer at Caribbean Communications Network (CCN), I have successfully used the tools I was equipped with. It has been very satisfying to witness the positive impact of my new media initiatives. And I also take great pride in the success of the 2014 television documentary, *Birth of a Track Nation*.

KWAME LAURENCE
2008/2009 recipient
of the OCM
Harold Hoyte
(Masters In Journalism)
Scholarship



KWAME LAURENCE AND HIS MOTHER AT HIS GRADUATION

"TO be the recipient of the OCM Vernon Charles Scholarship (Masters in Business) is an absolute honour and privilege. I am extremely grateful to One Caribbean Media Ltd (OCM) for considering me a worthy candidate for this prestigious scholarship to pursue my Masters in International Tourism Marketing at the University of Surrey.

I am from the Nature Isle of the Caribbean--Dominica, and like many other Caribbean islands, tourism is an important source of income, especially since the decline in our agricultural sector. The current trend towards an increase in the number of tourists entering the region presents an opportunity for Dominica to be marketed as a cultural destination.

In Dominica, we offer a unique product which is that of our culture and, being home to one of the last remaining indigenous tribes of the Caribbean, it is imperative that the country maximises on this advantage. Being of Kalinago descent, I see the need to promote and preserve our heritage through Cultural Tourism. Accordingly, my dissertation will explore Dominica's potential as a cultural destination. This field of study will grant me the capacity to find ways to protect our cultural resources and revitalise our indigenous culture.

The OCM scholarship allows me to not only work in my island but in the region. I will use the knowledge gained from this degree to add value to tourism marketing in the region by better promoting our unique and authentic tourism product.

NIKISHA T RABESS
2014/2015 Recipient of the
Ocm Vernon Charles (Masters
In Business) Scholarship



NIKISHA T. RABESS



NIKISHA T. RABESS ATTENDED THE UNIVERSITY OF SURREY



NIKISHA T. RABESS, CENTRE, WITH HER CLASSMATES



Our Corporate Social Responsibility

THE Group has visibly demonstrated its commitment at being a socially responsible organisation in the region. We support initiatives in the areas of literacy improvement, education, sport, health and the environment.

The Group also partners with other organisations across the region who share a common goal of building the region and making it a better place for all the citizenry.

Over the last 10 years, the Group has supported initiatives such as the;

- OCM Bocas Award for Literature
- Nation Annual Funathlon
- Express Children's Fund
- TV6 Community Cricket League
- Medianet Haiti Relief Fund
- Nation "Show Your Love" Promotion



THE SCHOOL THAT WAS REBUILT AFTER THE 2010 EARTHQUAKE IN HAITI WITH FUNDS RAISED BY THE MEDIANET HAITI RELIEF FUND.



GROUP EXECUTIVE, CORPORATE SERVICES GREGORY CAMEJO, RIGHT, WITH THE WINNER OF THE 2015 OCM BOCAS PRIZE FOR CARIBBEAN LITERATURE (OVERALL), ST LUCIAN POET VLADIMIR LUCIEN. LUCIEN ALSO WON THE OCM AWARD FOR POETRY.



THE CCN TV6 T-10 COMMUNITY CRICKET LEAGUE 2015 CHAMPIONS.



PARTICIPANTS OF THE TRINIDAD EXPRESS NEWSPAPERS NATIONAL WORD CHAMPIONSHIP COMPETITION.



COLLIN PEREIRA WINNER OF HOTT 93'S MEN IN HEELS COMPETITION.

Celebrating Our 10th Anniversary

THE NATION TEAM PRESENTS STATIONERY TO PUPILS OF THE SUNSHINE EARLY STIMULATION CENTRE.



THE EXPRESS CHILDREN'S FUND DINNER



ADVERTISING SALES EXECUTIVE ASHA JONES GIVES TOKENS OF APPRECIATION TO THE NATION'S READERS—YOUNG AND OLD.



THE NATION'S STAFF TAKE PART IN BREAST CANCER AWARENESS INITIATIVE.



THE NATION'S FUNALTHON



ONE CARIBBEAN MEDIA LIMITED



TAJ RADIO



DALE ENOCH, LEFT, AND TONY LEE ON "THE MORNING DRIVE SHOW" ON 195.5FM WEEKDAYS FROM 6 P.M. TO 9 P.M.

Getting down to Business



PACKERS DUDLEY HAREWOOD, LEFT, AND JEFFERSON MOUNTER INSERTING THE COMICS SECTION INTO THE SUNDAY PAPERS IN PREPARATION FOR DISTRIBUTION.



HOTT 93FM'S FRANCO



ASSOCIATE MANAGING EDITOR ERIC SMITH IN DISCUSSION WITH WRITER HEATHER-LYNN EVANSON



MARK AMEY LOADING THE PLATE BURNING MACHINE



STARCOM NETWORK INC ANNOUNCER DENNIS JOHNSON



THE EXPRESS PRESSROOM AT 35 INDEPENDENCE SQUARE, PORT OF SPAIN.



CLASSIFIED ADVISOR GILLIAN GITTENS ASSISTING A CLIENT AT THE SHERATON BRANCH



RODNEY HOLDER AT WORK IN THE NATION PRESSROOM

Celebrating Our 10th Anniversary



THE TRINIDAD EXPRESS EDITORIAL TEAM



THE CCNTV6 NEWSCASTERS



KERON "TIM TIM" BOODOOSINGH ON THE EVER POPULAR "RACHEL PRICE, RICHARD TRUMPET AND TIM TIM" SHOW ON RED 96.7 FM.



NEED SOME INSPIRATION, JOIN US ON W107.1 FEM THE WORD



THE GRENADA BROADCASTING NETWORK STUDIO.



GBN'S MIKE ALEXIS IN PRODUCTION.



**ONE CARIBBEAN
MEDIA LIMITED**

OCM REMEMBERS YOU

Thank you for
paving the way



VERNON CHARLES



KEITH SMITH



THOMAS GATCLIFFE



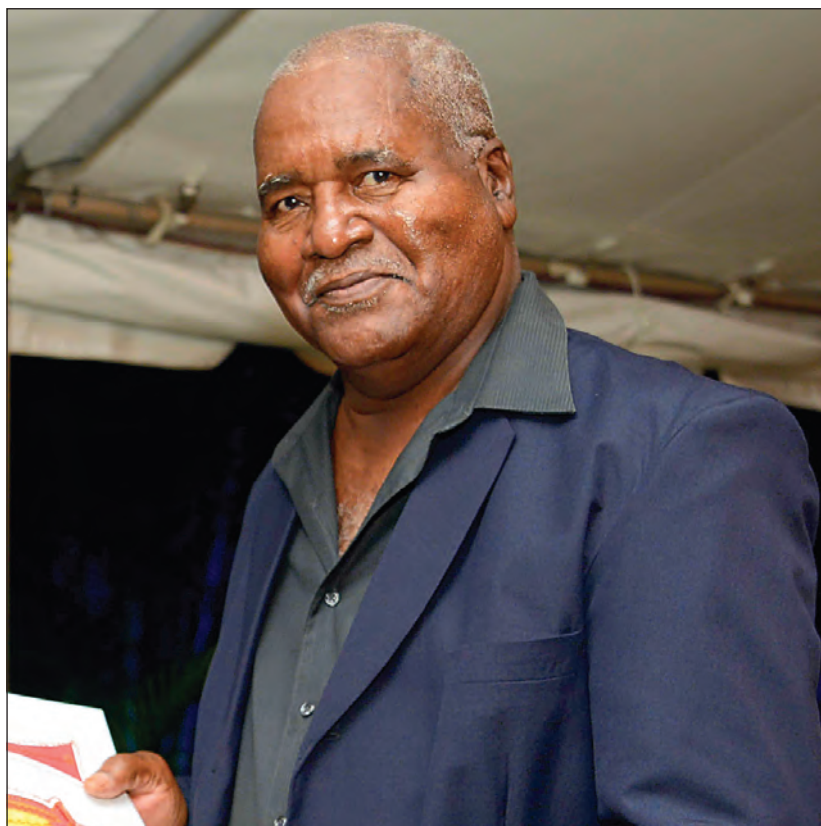
NEIL LAU



TAJMOOL HOSEIN



CURTIS WILSON



CHARLES HARDING



RAOUL PANTIN

Celebrating Our **10th** *Anniversary*

Thank You

As we celebrate our 10th Anniversary today, One Caribbean Media Limited wishes to sincerely thank you our loyal viewers, readers and listeners for graciously welcoming us into your homes.

Our dream of creating a united Caribbean media house has been successful and for this we are always grateful to our forward-thinking leaders who have contributed to where we are today.

In the midst of the many choices for your news and entertainment at your disposal, you have stayed loyal to us and for this we are extremely grateful.

Thank you for always tuning in, watching and reading our many articles and columns all of which helped to shape and define us as a Caribbean people, but most importantly thank you for the confidence you have placed in us to deliver the news to you on a daily basis.

In the years to come, OCM will strive to continually improve and innovate to meet your changing needs and will remain committed to supporting and building our communities, through our many initiatives.

To our columnists, advertisers and other contributors but most importantly, thanks to our over 700 dedicated employees and their families.

OCM remains committed to improving working conditions across the subsidiaries, investing in training and development and also to continued cooperation and work with the recognised majority Unions to ensure the best performance and work environment for our beloved staff.

On behalf of the Board of Directors and the Group Chief Executive Officer,

*Thank you for choosing,
One Caribbean Media Limited*



**ONE CARIBBEAN
MEDIA LIMITED**



**ONE CARIBBEAN
MEDIA LIMITED**



The Nation Publishing Co. Limited



Trinidad Express Newspapers

HEAD OFFICE
35-37 Independence Square, Port of Spain, Trinidad, WI.
Phone: 1-868-623-1711



www.onecaribbeanmedia.net



ONE CARIBBEAN MEDIA LIMITED

ASPIRATION STATEMENT

To be the leading regional corporation with global reach serving as the most credible and authoritative source of news, information and entertainment in and of the Caribbean.

To take the leadership role in the development of the media industry by:

- Zealously guarding and advocating the Freedom of the Press/media.
- Observing and promoting the highest professional standards.
- Providing training and development opportunities for media personnel.

To be an exemplary employer.
To make sound investments in diverse businesses that will provide for the leveraging of the Group's assets and competencies and the creation of shareholder value.

To take a leadership role in corporate social responsibility initiatives in the region.