



## ***Rogers and Company Limited***

### ***Communication on Progress - January 2010***

Rogers and Company Limited considers that corporate citizenship is an essential part of its responsibility. As a member of the Global Compact, we are committed to further incorporate the ten principles in our business policies.

Our Board fully supports our actions in working towards sustainable goals, in particular those contained in the UN Global Compact, and endorses the future priorities and specific targets set out by our various sectors. Through our support to the United Nations Global Compact, we also aim to move the agenda forward on performance related to human rights, labour rights, the environment and the fight against bribery and corruption.

In this report we have summarised the progress made towards upholding these principles and we will continue to improve them up in the future.



This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact**.

We welcome feedback on its contents.

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Dear Valued Stakeholders,

Rogers and Company Limited reaffirmed its pledge to promote and uphold a more sustainable, environment-friendly and transparent global community by joining the United Nations Global Compact in January 2008.

We are pleased to communicate on practical actions implemented during the report period to align our operations and strategies with universally accepted principles in four core areas, namely human rights, ethical labour conditions, environment protection and the prevention of corruption.

Our century-old company has grown into an international player with operations across ten territories including Mauritius, where we are headquartered. Today, our activities span financial services, hotels, leisure, logistics, property, real estate and agriculture, travel and aviation as well as other strategic investments.

The main contributors to the sustained development of our businesses are – and have always been – people, both within and outside our organisation. Our success is closely linked to their advancement as well as their respect to our environment.

Rogers and Company Limited takes seriously its role in shaping the future of the Republic of Mauritius and of our planet. Our company continuously strives to apply sound business practices – with an open, fair and inclusive approach – in all the markets that we serve.

We fully acknowledge our duty of care and besides contributing actively to the economic development; we have a long tradition of acting in a socially and environmentally responsible manner; hence our support to a number of projects outside our core business activities.

The pioneering efforts of the United Nations Global Compact are consistent with our corporate culture, the values we cherish and our vision of sustainable development. Through our participation in this endeavour, we seek to position ourselves as a strong proponent of a more humane and acceptable globalisation.

We see it as our duty not only to implement the United Nations Global Compact's guiding principles but also to continue developing initiatives to strengthen and enforce them in an ever-changing global scene.

We are proud to be a part of the solution to the challenges of globalisation and are committed to continue our diligent efforts to further the cause of the United Nations Global Compact. We encourage you, as our stakeholders, to join in the efforts to shape a better world.

Sincerely Yours,

Philippe Espitalier-Noël  
Chief Executive Officer

## Rogers and Company Limited

Founded in 1899, with headquarters in Port Louis, Mauritius, Rogers has offices in Mauritius, Reunion Island, Madagascar, Comoros, Mayotte, Mozambique, Kenya, South Africa, India and France.

The company's strategy is to be the region's strongest platform in finance, tourism, logistics and real estate by engaging its 4,800 employees into becoming customer focused individuals enthusiastically driving their brands in a shared spirit of Leadership, Openness and Dynamism.

Rogers is organised in eight sectors namely Financial Services, Hotels, Leisure, Logistics, Property, Real Estate and Agribusiness, Travel and Aviation and Other Strategic Investments. Each one of these sectors manages a portfolio of business operating under leading local and international brands:



- **Financial Services:** Cim is the main brand of this sector. Its activities are focused on four core sectors – Global Business, Insurance and Investment, Retail and Technology. Cim has been through a process of expansion and change over the past two years. It is now a leading financial institution. Focus has been placed on leadership development, people, business activities, the refinement of the Cim brand and the development of its values – Passion, Performance and Integrity.



- **Hotels:** The Hotels business significantly enhanced its long term potential during the year under review with the expansion of its portfolio, which currently consists of 6 hotels with 686 rooms. Veranda Resorts is the umbrella brand for four hotels of the 3 star segment. Launched in September 2009, Heritage Resorts, the upmarket brand of hotels, comprises two hotels.



- **Leisure:** Mautourco is the leading destination management company on the island, offering a comprehensive 'one-stop' service to travellers. The Leisure sector is also the local franchisee for Hertz and excursions in catamarans are proposed by Croisières Australes.



- **Logistics:** Velogic delivers comprehensive air and ocean freight solutions, customs brokerage services, storage and warehousing solutions, transportation services, container services and shipping line representation. Freeport Operations (Mauritius) Ltd offers state-of-the-art warehousing and exhibition facilities in the Freeport zone.





- **Property:** Foresite Property is the property management and investment arm of Rogers and Company Limited while providing an extensive range of solutions to an increasingly buoyant property market. Foresite Property is also a promoter and shareholder of the first major listed property investment vehicle in Mauritius, Ascencia Limited.

- **Real Estate and Agribusiness:** South West Tourism Development Co Ltd (SWTD) holds some 3,600 hectares of land at Bel Ombre and Case Noyale whose main activities are Real Estate development and Agriculture. Villas de Bel Ombre Ltée is the promoter of the Villas Valriche Integrated Resort Scheme in Bel Ombre. This project targeting the high end of the market consists of detached freehold villas set in over 100 hectares of lush, tropical landscaped grounds. Compagnie Sucrière de Bel Ombre (CSBO) Ltd and Société La Flèche regroup agricultural and leisure businesses of the estate.



- The **Travel and Aviation** business is a one-stop centre in the region for services including airline representation, ground handling operations, travel agency services and tour operating. As the General Sales Agent for a number of prominent airlines, the Travel and Aviation arm manages their sales and marketing function and provides them with administrative support in Mauritius and the region. It also represents non-airline franchises.
- **Other Strategic Investments:** Rogers has investments in New Mauritius Hotels Ltd, Air Mauritius Ltd and Lafarge and other activities.

# *Actions taken and impacts achieved regarding the United Nations Global Compact Initiative*

## Human Rights

Principle 1 – Businesses should support and respect the protections of internationally proclaimed human rights; and

Principle 2 – Make sure that they are not complicit in human rights abuses.

Rogers is committed to supporting and respecting the protection of internationally proclaimed human rights and strives to ensure that the company is not complicit of human rights abuses.

Rogers recognises its responsibility in respecting the rights of its people in the workplace and has put in place the following systems and processes to support the human rights principles:

[Human Resources Policies](#) bring accountability, reward performance and enable fair promotion among employees. The strategy of Human Resources is focused on recruiting talented individuals, developing key skills and improving employees' performance on the job, while ensuring an engaged workforce. Key initiatives have been developed in the last four years:

- A comprehensive management model gradually implemented
- A talent management framework developed in view of growing and emerging key skills and talents
- High profile training courses are regularly organised to build internal competence
- Job levelling for management and staff across Rogers was put in place to measure competencies and coaching requirements
- A Performance Management System (PMS) with the main objectives of managing and rewarding performance in Rogers was introduced. Individual performance is therein aligned with the business strategy, thus cementing the performance culture
- Recruitment and selection policies and practices enforce the non discriminatory principle when recruiting and selecting employees.

The Job Levelling for all staff and managers across all sectors will be achieved in 2010.

### [Health and safety at work: a safety culture across the group](#)

The mission of the Risk Management and Audit Committee (RMAC) has been extended to cover Occupational Safety, Health and Environment (OSHE) management throughout the group. Every year the safety structure is reinforced across the group and the regular reporting of OSHE activities to the RMAC ensures harmonisation in safety and health practices. The number of full-time Safety and Health officers was thus gradually increased

from 2 to 6, to ensure the development of a safety culture focussed on the values and ambitions of the group. Simple key performance indicators (KPIs) are gradually implemented and increased in all companies and the comprehensive set of standardised tools will be in place by the end of 2010. Quarterly OSHE reports to the RMAC and the surveillance of the Risk and Audit department provide the feedback and remedial actions.

To date procedures are in place in case of fire, cyclone, bomb threat, riots and civil disturbances, faulty electrical installations, flooding, pests, theft, burglary and disabled IT systems. A Security Awareness and Training Policy plan the security requirements according to the needs of the organization and provide a suitable programme to train persons at all levels in security awareness.

### Staff Welfare

All companies have a budget and a team of volunteers dedicated to the organisation of staff welfare activities such as awareness sessions on health issues, staff and children parties, fun and sports days and emergency support to needy employees. Moreover, these teams are also often involved in the corporate social responsibility actions towards the community.

In addition, this year a doctor has been recruited to offer weekly free consultation to the employees at Rogers Corporate Office, Rogers Aviation and Foresite, and fortnightly at Cim. The Cim companies have organised a Wellness Week for their employees and offered the opportunity to carry out complimentary medical tests on the premises.

### Open communication

Rogers Management strives to be transparent and accountable towards its stakeholders on directions taken by the business and communicates regularly with them. For example, in the Corporate Office four staff briefings are organised yearly wherein the CEO explains the latest developments and projects of the company and also promotes open discussions with the employees. Investors' briefings are also organised twice a year.

To ensure fairness in the remuneration level of the Rogers employees, every second year an evaluation survey of wages is carried out to compare the level in the group to the average in the sector. The results are shared and appropriate adjustments are made. The next survey is due in 2010.

**REEF** (Rogers Employees' Education Fund) has been established in the context of the company's 100th anniversary celebration (1999) to assist needy/deserving children of our employees in their educational advancement/development. The objective of REEF is to promote a better educated and trained labour force in Mauritius by financially assisting our employees to cater for and invest in their children's education. REEF provides financial relief to employees for expenses directly related to the purchase of books, course material, payment of examination fees, vocational and technical training loans and the payment of interests on loans contracted for tertiary studies.

## Total Amount Disbursed as from 2000



During the Financial Year 2008-2009, 146 children of Rogers employees benefited from the financial support of the Group as part of this scheme.

## Rogers and HIV/AIDS



Since 2007, Rogers has taken the lead among the private sector companies in the fight against the propagation of HIV/AIDS in Mauritius. HIV prevention awareness sessions were offered to all employees and an HIV Committee with a representative from each sector was set up to design a workplace HIV policy in line with the Mauritian HIV Act and the UNAIDS-ILO guidelines. An HIV Survey was conducted in Rogers to assess the employees' knowledge and attitudes towards HIV/AIDS in the workplace. Their requests for support as well as yearly HIV tests will be taken into consideration in the coming year.

## Our commitment to the Youth of Mauritius

In its triennial strategic plan 2007–2010, Rogers decided to allocate 1% of the group's profit after tax towards the mitigation of HIV/AIDS among the youth of our country. The intention was to markedly increase the education and awareness of the virus amongst the youngsters aged between 15 and 24 years old thereby protecting our future. In 2008 and 2009, we have supported 36 projects on prevention and behaviour change communication that reached more than 205,000 young people. These projects were selected through call for projects proposals from NGOs and followed by a dedicated CSR department. Rogers offered financial support as well as capacity building. Rogers is also the representative of the private sector on the Country Coordinating Mechanism (Mauritius) for the Global Fund and in the United Nations Theme Group on HIV/AIDS.



## Actions in the Community

Over and above Rogers group's investment in the HIV/AIDS support, all Rogers subsidiaries invest a further 1% of their PAT towards the improvement of life in the community. As such Cim, Veranda Resorts, Velogic, Mautourco, Foresite and Rogers Aviation, have contributed towards the capacity building of NGOs, supported environmental causes, helped the underprivileged students in ZEP (Educational Priority Zones) and ANFEN (Association of Non Formal Education Network) schools and provided relief to vulnerable groups, particularly the injecting drug users. These actions have been supported through both financial support and staff involvement.

The Bel Ombre Foundation for Empowerment was created in 2008 to ensure that the inhabitants of the south of the Mauritius fully benefit from the Tourism development taking place in the region. Villas Valriche Integrated Resorts Scheme, Bel Ombre Sugar Estate and the two Heritage Resorts are among the sponsors of the Foundation that provides education, training and implements social integration and economic development projects for the benefit of the underprivileged population of this area.

## Labour Standards

Principle 3 – Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4 – the elimination of all forms of forced and compulsory labour;

Principle 5 – the effective abolition of child labour; and

Principle 6 – the elimination of discrimination in respect of employment and occupation.

Rogers promotes equal opportunity without regard to race, colour, religion, age, sex, national or social origin, HIV status, association or sexual orientation. The company strongly disapproves all forms of harassment in the workplace. Furthermore as an employer, Rogers has always adhered to the national labour laws that is the Employment Rights Act (2008) dealing with individual rights of ‘workers’ and the Labour Standard Act Employment Relations Act (2008) dealing with the collective labour rights.

In February 2009, management has modified its working conditions to align with the new Employment Rights Act (2008) across the group.

Rogers employees are informed of the various processes concerning Human Resources Strategy, Job Levelling, Sourcing and Selection, Performance and Reward Management, Coaching and Development and Engagement and Retention through the Human Resources Policies document.

### 1) Collective bargaining

Rogers Employees enjoy full freedom of association and collective bargaining. Currently, 484 employees of Rogers are affiliated to trade unions across the group.

Number of employees affiliated to trade unions across the group:

Aviation	92
Leisure	111
Logistics	281
Total	484

Four different trade unions are represented across the various sectors of the company: UGSAE, UNION, Syndicat and PEEU.

## 2) Recruitment procedures

Rogers Recruitment and Selection Policy ensure fair and equal treatment to internal as well as external applications. On employment, employees are required to provide the company with documentation including identification documents/ birth certificates and educational qualifications. No one below 16 years old is recruited in Rogers. Forced and compulsory labour as well as child labour is prohibited by law and our Human Resources staff ensures full compliance. It is also a policy that trainees in Rogers Company receive remuneration for their work.

## 3) Elimination of discrimination

We value diversity and promote equal opportunities in recruitment and employment. We understand how diversity has helped us to expand our business worldwide and we put effort on protecting that policy. Our recruitment policies and procedures aim at preventing discrimination on the basis of race, colour, sex, age, marital status, and pregnancy, national, ethnic or social origin. Rogers constantly strives to eliminate all forms of discrimination in respect of employment and ensures that the opportunities are offered to everybody.

When recruiting, job opportunities are first distributed internally, thus giving current employees possibilities to grow. Then the job adverts are posted in the media for nationwide circulation.

Across the Rogers Companies the gender balance is currently as such:

- Top Management – 70% Males to 30% Females
- Managers level – 66% males to 34% females
- Overall – 64% males to 36% females.

At Cim, our financial services arm, there was a gender parity 51% male to 49% females as at 30th September 2009.

To compare: in Mauritius, the gender parity in the labour market is 64% Males to 36% Females.

## Disabled persons

It is the policy of the Company that the training, career development and promotion of disabled persons are as far as possible, similar to that of other employees. However, only five people in the company have disabilities. Although they are offered equal opportunity for their development and training, no specific policy promotes the inclusion of new handicapped workers. A training gap in the education of handicapped people in Mauritius further curtails their inclusion in many fields of employment.

To help, the Rogers Hotels supports the employment and training of handicapped people in the community through the selection of its suppliers: Blue Earth, the boutiques' brand of the Hotels sector, selects its suppliers on social criteria and supports the APEIM (Mauritian Parents of handicapped children Association), and Care-Co from Rodrigues Island that both train young handicapped people.

## 4) Trainings

The policy of Rogers is to grow and retain its people through the right mix of training, coaching and motivation. The aim is to promote internal growth and continuously improve the potential of its employees. Management

has the responsibility of identifying talent at all levels and ensuring that they are motivated, developed and retained. Performance objectives are set and career paths defined with appropriate training and coaching. The Company operates an employee development review process, which provides an opportunity for all employees to work with their line manager in planning their personal development for the following year. Performance reviews are conducted annually.

## 5) Remuneration

The staff remuneration and incentives programme include:

- An annual pay review
- Competitive salaries
- A partial contributory pension scheme (RMPRF)
- Profit and performance related bonuses
- Death in service benefit
- Subsidized or free milk, tea, coffee and snack foods
- 24-Hour Personal Accident Insurance
- Help towards achieving work-related qualifications
- Exam and study leave
- Seasonal gift for every employee at Christmas
- Contributory health insurance (RGPA)
- Staff loans without interest representing no more than 2 month salary

## Environment

Principle 7 – Businesses should support a pre cautionary approach to environmental challenges;

Principle 8 – undertake initiatives to promote greater environmental responsibility; and

Principle 9 – encourage the development and diffusion of environmentally friendly technologies.

Rogers, as a historical partner to the development of Mauritius, is very conscious of the risks associated with island states in the current environmental changes. We are committed to sustainable planning and effective actions to minimise the impact of our activities on the environment.

All our companies are following national guidelines and laws concerning waste management and pollution prevention. Nonetheless, in the last two years, increasing initiatives have emerged among our people to go beyond national requirements. A movement of environmental awareness is stimulating actions such as waste recycling, environmental cleaning, composting, endemic species restoration and energy saving

Rogers is working towards more consequent measures towards energy management at group level in the future. The next strategic plan (2010–2013) will include environment management.

Several projects have been initiated in the last two years:

### 1) Reducing use of resources

#### Water

The Hotels arm of Rogers and Company Limited, Veranda Group, has installed flow-reducing valves in all rooms to reduce the water flow and thus consumption without reducing comfort and hygiene of clients. Water consumption per day per room is 0.68 sq.m3. as compared to the International average of 1 sq.m3. All our hotels are fitted with waste water recycling plants that allows for 80% of the grey water to be used for tendering green areas. Furthermore, to reduce the laundering of towels, customers are encouraged to signify their wish to save on linen washing frequency.

#### Energy

In May 2009 an important pilot project was initiated at Veranda Paul & Virginie Hotel, to control energy demand and reduce power consumption by 20%. It included the installation of:

- a monitoring system on all electric motors (compressors, pumps, refrigerators, extractors) and the network of air conditioning (temperature program, sprinkler and power management start-up)
- energy-saving bulbs in all rooms, public areas, kitchen, canteen and reserves.
- micro switches on all doors and windows of all rooms to automatically cut off the air con after 2 minutes of an opening.

This policy towards energy saving will gradually be extended to other hotels of the group upon renovation work. Currently, the temperature level of all rooms is blocked to a minimum of 22 degrees Celsius. Air conditioning energy is thus controlled.

The spirit of environmental sustainability is driving all renovation works of the Property sector. Offices are now designed to maximise natural light (open space), new individual air conditioners allows for a better control in line with localised needs and energy saving campaign teach the environmental friendly actions.

### Consumables – paper

In the Veranda Group, the staff awareness for the use of double-sided paper and reduction of printing to a minimum has resulted in a reduction of consumption by the administrative headquarters by approximately one third. Brochures for the hotels group, which numbered 16, were rethought and re-design to 2 brochures and the supplementary sheets are available electronically on the group's websites. Paper bags used in the activities of marketing and communication were replaced by reusable canvas bags.

In Rogers Corporate Office, a similar effort aimed at reducing the paper consumption resulted in a percentage saving of 25%.

### 2) Reusing, Sorting and Recycling

In Heritage Le Telfair Golf and Spa Resort, recycled glass bottles and bottle containers have replaced all plastic in restaurants and rooms, while at the Heritage Awali Golf and Spa Resort, plastic and aluminium cans have also been replaced at the points of sale. The Head Office and hotels have been sorting paper, plastic, batteries and computers for more than a year and these materials are subsequently exported for transformation. Two out of seven hotels have begun composting their green waste according to the recommendations of experts from the University of Mauritius.

Rogers Corporate Office, Rogers Aviation and Foresite Property have implemented a policy wherein all office equipment and furniture are recycled through NGOs for a second life or as one of their fundraising activities. All Office stationery is now printed on eco-friendly recycled paper. Separate bins for paper have been implemented since June 2009.

## Our support of environmental activities in the community

### Marine Environment

The Hotels sector began in 2007 working with Reef Conservation, a nongovernmental organization composed of dedicated professionals and educators specializing in the fields of biology and sustainable development.

- Fixed mooring buoy: The first project supported by the group was the installation of fixed mooring buoys in the lagoons to allow the anchoring of boats while preserving the corals.
- Marine environmental education for primary schools in Mauritius. Since 2008, Reef conservation has been running a program of environmental education for primary schools. This project also provides training for all staff of Veranda & Heritage Resorts on the theme of marine biodiversity and the protection of lagoons. In 2009, 1,300 primary school children (including schools and PTA ANFEN) and 120 teachers benefited from this project.



### Animal Welfare

Cim has elected to work towards the welfare of domestic animals. Stray dogs and cats are an environmental problem faced by Mauritius. During 2009, Cim supported PAWS (Protection of Animals Welfare Society) and intends to extend its support in 2010.

### Environment Restoration

Cim also sponsored the Black River Aviary of the Mauritian Wildlife Fund (MWF) initiative where endangered species are reproduced with human assistance. The aviary team has contributed to save the Pink Pigeon and the Mauritian Kestrel and is actually focusing their efforts on the Echo Parakeet and the Olive White Eye bird, 2 endemic species of Mauritian with a population of less than 40 pairs.



Cim encouraged its staff to play an active role in the maintenance of Ile aux Aigrettes, a nature reserve under the responsibility of MWF. Employees voluntarily contributed one working day on the reforestation and elimination of invading exotic plants in the natural reserve.

## Anti-Corruption

Principle 10 – Businesses should work against corruption in all forms including extortion and bribery.

Rogers is committed to working against corruption in all its forms, by adhering to the Code of Corporate Governance for Mauritius. This Code was designed in 2003 under the chairmanship of the CEO of Rogers.

The Company communicates to shareholders through the Annual Report, Investors' News, publication of interim and preliminary results of the Company, dividend declaration and the Annual Meeting of Shareholders. The Senior Management Team meets the investor community twice annually to brief them on the Group strategy, financial performance, investments and disinvestments.

The current code of ethics is currently being revised and any non compliance with the code is reported at the corporate governance committee.

The secretarial section of the legal department ensures effective board structure.

Board Committees: the Board meets about eight times a year to approve the Group's budget, examine all statutory matters, review the Group's performance, monitor revised quarterly forecasts, receive the Report of the Chief Executive on key issues affecting the Group and consider strategy updates and reports from the Chairpersons of each of the principal Board Committees.

The Board promotes, encourages and expects open and frank discussions at meetings. Board meetings provide a forum for challenging and constructive debate. All directors have access to the services of the Company Secretary and her team. The Board has delegated specific responsibilities to two Board Committees that have access to independent expert advice at the expense of the Company. They are:

- The Board Corporate Governance Committee: the functions of the Governance Committee include reviewing and making recommendations to the Board on the general corporate-governance framework of the Company, legal compliance and the Company's ethics policy and programmes. It also acts as the Board Remuneration and Nomination Committees. When acting as the Board Remuneration Committee, it considers matters relating to the overall reward framework across the Group, including that of directors.
- The Board Risk Management and Audit Committee (RMAC) ensures that:
  - all risks are reviewed and managed to an acceptable level in the business;
  - all internal accounting, administrative and risk control procedures are designed to provide ongoing assurance that assets are safeguarded; and
  - transactions are executed and recorded in accordance with the Company's policy.

The RMAC reviews important accounting issues, changes in legislation that give rise to changes in accounting practice, compliance with regard to specific disclosures in the financial statements and interim and annual reports as well as any other financial reports.

It has a charter covering internal audit, risk management, external audit, financial statements, health, safety and environmental issues, and transgression of the code of ethics.

The Board has established a Risk and Audit Department that works closely with the external auditors to further ensure the highest level of service to the Group and reports to the RGPM.

This well-established internal audit department (5 managers and 3 staffs) monitors compliance with policies and procedures throughout the Group. They use a risk-based methodology to ensure quality assurance through internal control. It is the responsibility of the Board to ensure that appropriate controls are in place and to monitor their effectiveness.

Management is accountable to the Board for the design, implementation and monitoring of the risk management process. It has the responsibility to maintain the risk register as a living document. This ensures early risk recognition, the evaluation of its potential impact and the taking of corrective actions.

#### Other measures:

- The Company is now working on setting up a whistle-blowing policy.
- The directorships of the directors of Rogers in other listed companies as well as their direct and indirect interests in the ordinary shares of the Company are listed in the annual report.
- The Hotels sector has instituted a central buying system for all hotels to control and fight against bribery.
- Companies have the freedom to choose the best goods and services for their business, irrespective of whether they are equally offered by a company within the group. We thus encourage fair and transparent competition.
- Cim, our financial arm, ensures to have all the necessary KYCs (Know Your Customers standard) before engaging into a business transaction.

#### Our activities towards this principle outside the company:

Rogers supports Transparency Mauritius, affiliated to Transparency International, in its view to reduce corruption in the country.

[www.rogers.mu](http://www.rogers.mu)

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