

# HR + IR

PERSPECTIVES MAGAZINE

11<sup>TH</sup> EDITION



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# Editorial

**T**here are moments in the life of every organisation when reflection becomes both necessary and inspiring. This year marks one such moment for us at The Capital Group Limited as we proudly celebrate three decades of service, partnership, and professional impact.

Over the past thirty years, we have evolved into a leading professional services firm through strategic thinking, innovative solutions, and enduring partnerships, while supporting the growth and transformation of our partners across multiple sectors.

This edition arrives at a time when Ghana's industrial landscape is undergoing significant change. In 2026, the government has operationalised the 24-Hour Economy Authority to drive a national productivity revolution. At the same time, new investments worth more than US\$3.5 billion are flowing into the upstream petroleum sector, while a new sliding-scale royalty regime for mining has come into effect.

For professionals in Human Resource and Industrial Relations, particularly within these sectors, these shifts present both opportunity and responsibility. This edition examines not only the policies and investments transforming key sectors such as mining, oil and gas, and manufacturing, but also the people who will drive that transformation and

the productivity that will define its success. Beyond the macroeconomic headlines lies a deeper question that organisations must confront: who will drive this industrial revival?

In this 11<sup>th</sup> edition of HR+IR Perspectives, we explore these themes in depth. One of our feature articles examines how technology and artificial intelligence are transforming industrial workforces, introducing intelligent tools and data-driven strategies that are reshaping how businesses operate and compete. We are also delighted to present an insightful interview with Mrs Cynthia Amartey, Director of Human Resources at the Electricity Company of Ghana (ECG), who reflects on the importance of aligning workforce readiness with national development.

In The Capital Exclusive of this edition, we are delighted to present an interview with Edmond Kombat, Managing Director of the Tema Oil Refinery (TOR). He shares insights into the refinery's historic comeback, its modernisation and expansion plans, innovative financing strategies, and the social and environmental impact of a revitalised, youth-led refinery serving Ghana's energy needs.

As we welcome you to the 11<sup>th</sup> edition of HR+IR Perspectives, we invite you to explore the ideas shaping Ghana's industrial future.

**"This edition arrives at a time when Ghana's industrial landscape is undergoing significant change".**



# Editorial

# TEAM



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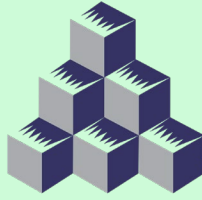


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» Samuel L. Adetola  
Chief Executive Officer



The Capital Group Limited  
"The Power of Partnership"

# CEO'S Message

**There are moments when you pause, look back, and simply marvel at the journey.**

**F**or three decades, The Capital Group Ltd. has stood alongside organisations across industries, not merely as a service provider but as a partner in building human capacity. From our beginnings as a recruitment specialist to becoming a holistic partner supporting every stage of the talent cycle, our evolution has been guided by a simple truth: true growth is measured not only in profit, but in people.

Over the years, we have worked closely with organisational leaders to strengthen human resource functions and develop talent in meaningful ways. In doing so, we have seen how

intentional investment in people transforms HR from a support function into a strategic driver of organisational growth. Through economic shifts, industry transformation, and an ever-accelerating world, one thing has remained constant: your trust. It is the currency we value above all else.

In this 11<sup>th</sup> Edition, you will notice a recurring theme: People, Policy, and Production. In my three decades of service, I have observed that organisations often struggle when these three elements are treated as separate priorities. People are not simply resources to be managed; they are the reason organisations

exist. Policy is not bureaucracy; it is the framework that creates fairness and allows talent to flourish. And production is what naturally follows when people are empowered and policies are well designed.

As we look ahead to celebrating this milestone in October 2026, we renew our commitment to innovation, quality, and the thoughtful blend of local insight and global perspective that defines our service experience.

Thank you for trusting us as your partner on this journey.

Here's to many more years of service, partnership, and shared progress.

# MINING THE RIGHT TALENT:

## LEVERAGING TECHNOLOGY TO FIND THE RIGHT INDUSTRIAL WORKFORCE



**How digital tools are transforming workforce sourcing in mining, manufacturing, and heavy industry**

**A**t a mining site on the outskirts of a growing industrial hub, operations stalled for weeks not because of machinery failure or regulatory issues but because the right people could not be found. Vacancies were advertised, applicants applied,

and interviews were conducted. Yet the hires did not last.

You may recognise this scenario in your own organisation. Across mining, manufacturing, construction, and energy sectors, industrial projects expand and modernise while recruitment methods lag. With

evolving skills requirements and stricter safety expectations, finding the right talent is no longer a numbers game, it is a precision exercise.

### **Africa's Industrial Skills Paradox**

Africa has one of the youngest populations in the world. Yet you know the challenge of recruiting industry-

ready talent. The International Finance Corporation (IFC) estimates that by 2030, Africa could face a shortage of up to 230 million digital-skilled workers if training and workforce development do not accelerate. Without stronger collaboration between businesses and educators, you risk missing major economic opportunities.

The International Labour Organization (ILO) emphasises that skills mismatches remain a leading cause of youth unemployment. In Ghana, retention pressures make the challenge even harder. Skilled professionals in mining engineering, automation, and data systems are highly mobile. Global competition draws your best talent abroad, creating a persistent brain drain.

For you as an HR professional, this means recruitment cannot operate in isolation. You need a strategy that integrates development, engagement, and retention alongside hiring.

### When Experience is not Enough

For decades, industrial recruitment relied on years of experience, job titles, and referrals from known networks. You may have used this approach yourself. In stable environments, it worked. Today, it often does not.

Industrial roles now demand more than physical capability and technical knowledge. Your workers must operate automated systems, comply with strict safety standards, use digital reporting tools, and navigate evolving regulations. Yet CVs rarely capture these realities. Job titles differ across companies, training quality varies, and informal experience often goes undocumented.

The World Economic Forum reports that over half of industrial employers globally face critical skills gaps in automation, maintenance, and safety-critical roles. You often discover the mismatch after onboarding, when productivity drops, safety incidents rise, or attrition spikes within six months.



### Technology as Your New Talent Mine

Just as you use data modelling to locate mineral deposits, you can apply the same precision to workforce acquisition.

AI-powered applicant tracking systems (ATS) now assess applications based on competency frameworks rather than keywords alone. Predictive analytics reveal patterns among high-performing employees, helping you refine hiring criteria.

The Society for Human Resource Management (SHRM) notes that data-driven recruitment improves hiring quality and consistency when used ethically. Technology should enhance your judgment, not replace it.

In Ghana, cloud-based HR systems are increasingly adopted by multinational firms. These systems integrate recruitment, onboarding,

and performance analytics, allowing you to spot early attrition patterns and intervene before problems escalate. They also make it easier to maintain compliance with labour and safety standards.

### Strategic Workforce Planning

Klaus Schwab, Founder and Executive Chairman of the World Economic Forum, explains:

“Talent, not capital, will be the key factor linking innovation, competitiveness and growth in the 21<sup>st</sup> century.”

For you, this means HR is no longer just an administrative function. You must position yourself as a strategic partner, aligning workforce planning with technology investments and operational expansion.

Johnny C. Taylor Jr., President and CEO of SHRM, reinforces this:

“HR leaders are no longer just people managers; they are business leaders responsible for shaping workforce strategy in an era of constant change.”

In practice, you need to anticipate skills requirements before machinery is installed, influence investment decisions by factoring in workforce readiness, and quantify skills gaps in financial terms. This approach protects operational continuity and strengthens industrial relations.

### Reskilling as a Competitive Advantage

The World Economic Forum’s Future of Jobs Report 2025 predicts that nearly 40% of core worker skills will change by 2030. Skills gaps remain the biggest barrier to transformation.

In Ghana, government investment in Technical and Vocational Education and Training (TVET) is upgrading facilities and aligning training with industry needs. The Ghana Chamber of Mines recently disbursed US\$2 million to the University of Mines and Technology to strengthen mining education and research.

The ILO stresses that connecting education and workplace training helps businesses manage change, strengthens value chains, and integrates skills development into sector strategies. Local initiatives like MEST Africa demonstrate how employer-aligned programs produce work-ready graduates.

For you, this means:

- Establish apprenticeship programs tied directly to plant operations.
- Co-design curricula with technical universities to match real-world industrial requirements.
- Implement certification frameworks aligned with safety and compliance standards.

### Retention: The Cost of Poor Alignment

Hiring the wrong candidate costs money. Replacing a skilled technical

employee can run from 50 to 200% of their annual salary when recruitment, onboarding, and productivity losses are included. High turnover also affects safety culture, team cohesion, and industrial relations.

You can use technology to improve retention. Engagement analytics and internal mobility tracking flag early signs of disengagement, letting you act before employees leave. Structured development pathways build loyalty. Continuous skills development not only improves productivity but also stabilises jobs, particularly in industries prone to cyclical changes.

### Practical Steps You Can Take

To move from reactive recruitment to strategic talent mining, focus on five actions:

1. Use competency-based recruitment frameworks to assess technical and behavioural skills.
2. Implement transparent data systems and workforce analytics responsibly for fairness and compliance.

3. Partner with technical universities and vocational institutions to co-develop curricula.
4. Prioritise reskilling and upskilling using digital learning platforms to close internal skills gaps.
5. Combine technology with your professional judgment to assess cultural fit, leadership potential, and safety mindset.

### The Future of Industrial Talent

Finding the right industrial talent in Africa is no longer about luck or networking. You need intelligent tools, investment in local talent, and data-driven strategies aligned with your business goals.

As mobile access and digital literacy grow, you can tap into a deep reservoir of talent. Pair technology with policies that value skills, foster growth, and promote retention, and you will not only close the skills gap but also shape the industrial future of Africa.

**Written By Elorm Abotsivia**





**T**ake a 10-second mental snapshot of women at work in your organisation.

Now step onto a modern mine site in Obuasi, walk across the busy factory floors of Tema, or visit the drilling zones of Takoradi. You will see them. Women in hard hats. Their presence is no longer a novelty. It is a strategic reality. Yet viewing their contribution only through compliance targets or diversity metrics misses the deeper transformation already under way.

#### **Beyond Superhero Narratives**

For years, the rallying cry declared, “What a man can do, a woman can do better.” Today, Ghana’s industrial women have moved beyond proving a point. They are no longer celebrated only for entering male-dominated spaces. They are shaping them.

These women do not endure years of academic training and professional preparation simply to challenge stereotypes. They do so to make

**‘Today, Ghana’s industrial women have moved beyond proving a point.’**



# HARD HATS, REAL IMPACT: HOW WOMEN ARE RESHAPING GHANA’S INDUSTRIAL WORKFORCE

*From mine shafts to manufacturing floors, women are moving beyond representation to drive performance, innovation and cultural transformation across Ghana’s most demanding sectors.*

a meaningful contribution. In a society where women have often been told that formal education is secondary to traditional expectations, their persistence reflects ambition, resilience, and purpose.

Global data reinforces both progress and remaining gaps. According to International Labour Organization estimates in 2021, about 21.4 million people work in mining worldwide, with roughly 85% men and 15% women, representing approximately 3.1 million women. In Africa’s artisanal and small-



scale mining sector, women account for between 40 and 50% of the workforce, supporting an estimated 54 million livelihoods directly and indirectly.

Closer to home, a 2023 Ghana Chamber of Mines study showed that women represented 10% of the large-scale mining workforce, the highest figure recorded in the country. While still modest, the significance lies in where these women are positioned. They are engineers, supervisors, safety officers and executives, steadily reshaping perceptions one hard hat at a time.

### **The Hard Hat: Credibility Forged On Site**

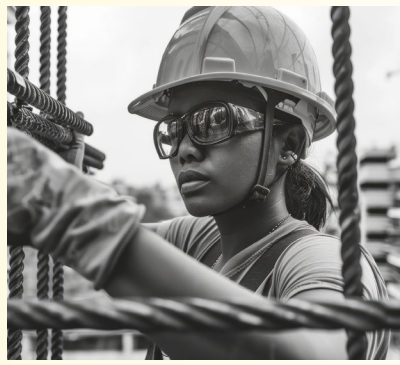
In the depths of an Ashanti gold mine or on the expansive floor of a Tema manufacturing plant, the hard hat symbolises earned authority. Women who operate heavy machinery, manage technical teams, or oversee safety protocols gain credibility grounded in experience rather than symbolism.

When a woman who has worked on a conveyor system or supervised drilling operations speaks during a union discussion or safety briefing, her voice carries practical authority. Conversations shift from abstract debate to grounded collaboration because her perspective is rooted in lived operational realities.

### **Maternity Leave Is Not an End, It Is a Pause**

A persistent misconception suggests that motherhood diminishes professional capability. The opposite is often true. For many women, career growth is intertwined with the responsibility of providing stability and opportunity for the next generation.

Motherhood frequently strengthens resilience, time management and emotional intelligence. While childbirth may temporarily alter working schedules, it does not reduce competence or ambition. Policies that support working mothers therefore



represent strategic investments rather than concessions.

Initiatives such as creche-friendly workplace policies championed by organised labour demonstrate this shift. Supporting nursing mothers strengthens retention, loyalty and institutional knowledge. Organisations that recognise this reality gain not only productivity but also long-term workforce stability.

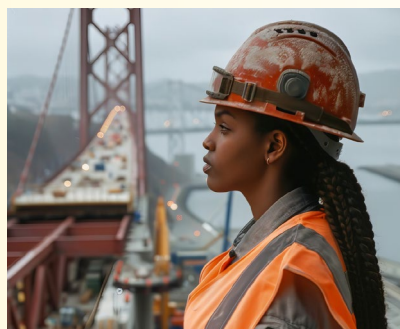
### **Engineering New Foundations Beyond DEI Buzzwords**

For too long, diversity, equity and inclusion have existed more as slogans than structural change within industrial sectors. The intention is visible, yet practical implementation often lags behind.

Closing this gap requires deliberate action.

For HR professionals, this means:

- Building targeted talent pipelines from technical institutions.
- Establishing mentorship programmes that address gender-specific workplace challenges.
- Ensuring facilities and personal protective equipment are genuinely inclusive and fit for purpose.



For industrial relations practitioners, this means:

- Valuing women's perspectives within union and safety committees.
- Encouraging dialogue that prioritises solutions over positions.
- Recognising that inclusive labour relations produce more sustainable agreements.

### **The Diplomat's Hat: Bridging Divides with Skill**

Many Ghanaian women demonstrate strong diplomatic capabilities, navigating complex social environments while maintaining respect and consensus. These skills make them effective mediators, culture builders and leaders who strengthen organisational cohesion.

Forward-thinking HR leaders should intentionally identify and elevate these bridge-builders into roles that influence communication, culture and conflict resolution. Within industrial relations, such leaders often transform negotiations into collaborative problem-solving processes that balance economic realities with human needs.

### **A Forward-Looking Conclusion**

The future of Ghana's industrial sectors will not be built by machinery and capital alone. It will be shaped by fully realised human potential. Supporting women in hard hats is not simply an equity initiative. It is a strategic investment in productivity, innovation and organisational resilience.

The invitation to HR and IR professionals is clear. Create workplaces where every kind of expertise and every perspective beneath the hard hat can contribute fully. Only then will Ghana build industries that are as resilient, forward-looking and dignified as the women already helping to lead them.

**Written By Kira Asante**

# INDUSTRIAL ADVANTAGE THROUGH HR: LINKING WORKFORCE STRATEGY TO NATIONAL DEVELOPMENT

Key insights from  
the Director of  
Human Resource  
at the Electricity  
Company of Ghana  
(ECG)



» Mrs. Cynthia Amartey  
Director of HR - ECG

**A**t the heart of Ghana's industrial ambition lies a simple truth: no economy can operate beyond the strength of its infrastructure, and no infrastructure can outperform the workforce that sustains it. Reliable electricity supply is essential not only for households but for hospitals, manufacturing plants, small and medium-sized enterprises, digital platforms, and public institutions that underpin national development.

For the Electricity Company of Ghana, this is more than an operational target. It is a national responsibility. Workforce planning and management are central to ensuring that the country's energy infrastructure supports economic growth and industrialisation.

Mrs. Cynthia Amartey, Director of Human Resource at the Electricity

Company of Ghana (ECG) in an interview with The Capital Group Limited, explains that people strategy sits at the core of operational reliability and long-term national performance.

"Workforce planning is not an administrative function. It directly contributes to national productivity," she emphasises.

## **Operational Readiness Before Policy Mandate**

Long before Ghana formally launched its 24-hour economy initiative, ECG had begun restructuring its operational model to ensure continuous service delivery, a move Mrs. Amartey describes as deliberate preparation rather than policy reaction.

"Expanded service coverage was never reactive. It was strategic," Mrs. Amartey explains.

She discloses that previously, ECG districts were classified into A, B, and C categories. Major urban centres such as Accra and Kumasi operated 24-hour technical coverage, while smaller districts were limited to daytime hours. As a result, faults in these areas often had to wait until the following morning or required technical teams to travel long distances from larger districts, a situation she notes created operational risks for essential services.

"We have hospitals and critical installations that cannot wait until morning," she notes. "Management realised we needed to move beyond limited-hour coverage."

To address this, ECG now operates a structured three-shift system in 24-hour districts: 6am to 2pm, 2pm to 8pm, and 8pm to 6am. Field teams, referred to as "gangs," were optimised from five-member units into smaller three-member units, improving response speed and agility across geographically dispersed areas. Mrs. Amartey explains that this restructuring allowed the organisation to deploy technical expertise more efficiently while maintaining service quality.

Complementing field operations is the 611 call centre, which runs 24 hours a day, 365 days a year. Customers can also report faults via the PowerApp and social media platforms, ensuring requests are captured and escalated in real time. Mrs. Amartey notes that integrating digital reporting channels has strengthened responsiveness and accountability across districts.

"Industrial readiness requires workforce alignment long before policy declarations," Mrs. Amartey asserts.

She adds that this approach has enabled ECG to anticipate critical service needs and prioritise resources effectively, ensuring that industrial zones, hospitals, and public institutions maintain uninterrupted operations.

### **Technical Workforce Expansion: Closing the Capacity Gap**

Electricity distribution is a highly technical enterprise. According to Mrs. Amartey, "Human capital gaps translate directly into service risk."

Recognising this, ECG has embarked on a strategic recruitment plan to add 500 technical staff, primarily artisans, over a five-year period. Recruitment is phased to balance operational needs with financial realities. Over 100 technical and administrative personnel joined the organisation last year, with an additional 150 scheduled

for onboarding this year, a pace she says reflects both urgency and fiscal discipline.

"Numbers go with money," she notes candidly.

Attrition management is equally critical. Retirements and natural workforce turnover previously created gaps that slowed response times and reduced operational reliability. Mrs. Amartey explains that demographic analysis revealed an ageing technical workforce, prompting a shift towards structured replacement planning.

"We observed that age is catching up with most of our technical staff. Since these roles already exist within our financial structure, replacing them is continuity," Mrs. Amartey says.

In addition to recruitment, ECG

## **"Industrial readiness requires workforce alignment long before policy declarations," Mrs. Amartey asserts.**

invests heavily in internship and apprenticeship programmes in collaboration with tertiary institutions. Students assist operational teams while gaining practical experience. Trainees now alternate between three months of classroom instruction and three months in the field, a model Mrs. Amartey says strengthens both learning outcomes and operational support.

"This blended model accelerates practical competence while contributing to productivity," Mrs. Amartey explains.

By integrating practical training with real-world exposure, she notes, ECG ensures that its workforce is prepared to meet both current operational

demands and emerging industry challenges.

### **Succession Planning and Institutional Memory**

Infrastructure organisations rely heavily on tacit knowledge. Losing experienced engineers without structured transfer mechanisms can create operational vulnerabilities, a risk Mrs. Amartey says ECG actively manages.

"At ECG, succession planning is embedded within operational units," Mrs. Amartey says. "Each team has defined lines of command so deputies are prepared to step up."

The company leverages retired engineers and senior staff, who frequently return to facilitate training and mentorship programmes. Acting appointments during leave periods are deliberately used as development tools designed to prepare future leaders.

"Acting builds competence. It prepares staff to take over," she adds.

Continuous onboarding, modular refresher programmes, and internal facilitation further reinforce institutional memory, ensuring that technical expertise is retained even as experienced personnel retire or move on. Mrs. Amartey emphasises that structured knowledge transfer is essential to maintaining service continuity.

### **Future-Focused Capability: Green Energy and Diversification**

The energy landscape is evolving rapidly, with renewable energy, electric vehicles, prepaid metering, and decentralised generation reshaping customer expectations. Mrs. Amartey explains that HR must anticipate these changes by aligning workforce capability with technological transformation.

"Prepaid metering, renewable energy systems, electric vehicles and decentralised generation are reshaping customer expectations," Mrs. Amartey observes.

ECG's training curricula are continuously updated to align with these shifts. Solar capacity development is actively pursued, and dedicated teams research green energy integration and electric vehicle charging infrastructure.

"We cannot depend solely on tariff income. We are exploring alternative revenue streams," she explains.

According to her, this forward-looking strategy positions ECG not just as a distributor but as a diversified energy solutions provider, ensuring that its workforce remains capable and adaptable in a changing sector.

### External Partnerships and Regional Leadership

ECG recognises that workforce development cannot occur in isolation. Mrs. Amartey highlights the organisation's collaboration with international partners, including Japan International Cooperation Agency (JICA), which supports training initiatives and designates ECG's training centre as a West African hub. Staff also undertake benchmarking visits abroad to study operational models and emerging technologies.

"Engaging with other countries exposes our teams to alternative operational models and emerging technologies," Mrs. Amartey says. "Capability development must extend beyond organisational boundaries."

She notes that this reciprocal learning culture strengthens ECG's regional

leadership position while expanding the technical and managerial perspectives of its workforce.

### Compliance, Discipline and Safety Culture

In a high-risk technical environment, compliance and safety are existential priorities, and Mrs. Amartey stresses that safety performance reflects organisational values as much as operational discipline.

"In a high-risk environment, one life lost means we have failed," Mrs. Amartey emphasises.

ECG enforces disciplinary processes under a structured collective agreement and prioritises safety. Each district has a dedicated safety officer, while hazard assessments and compliance protocols are mandatory.

"Safety is not a regulatory checkbox. It is a moral and operational imperative," she adds.

By embedding safety into daily operations, Mrs. Amartey explains, ECG protects its workforce while sustaining reliable service delivery.

### Service KPIs and Customer Accountability

"Customers are not interested in our balance sheet," Mrs. Amartey states. "They want light."

Frontline staff receive continuous training on tariffs, complaint resolution, and customer engagement. Rudeness is treated as a serious offence, and

investigations into service complaints are mandatory. Mrs. Amartey notes that customer experience is directly linked to workforce capability and organisational accountability.

This approach ensures that workforce performance translates into service quality, SME survival, manufacturing uptime, and investor confidence.

### Readiness for the 24-Hour Economy

Ghana's 24-hour economy requires dedicated attention to industrial enclaves, manufacturing hubs, and critical installations, and Mrs. Amartey explains that ECG's preparations have been shaped by years of operational adjustment.

"We have been ready for a long time," Mrs. Amartey asserts. "We simply need to step up our game."

She adds that ECG prioritises operational readiness by positioning its workforce not only to respond to disruptions but also to anticipate demand patterns. Strategic planning ensures that critical installations remain uninterrupted even during peak demand periods or resource constraints.

### HR as a National Development Lever

"Workforce planning influences outage duration. Outage duration influences industrial productivity. Industrial productivity influences national GDP," Mrs. Amartey concludes.

Through strategic recruitment, modernised training, reinforced compliance, and alignment of KPIs with service outcomes, Mrs. Amartey explains that ECG demonstrates how HR functions as a driver of national development rather than a support unit.

When HR aligns its mandate with national objectives, it moves from administrative support to strategic leadership, directly shaping Ghana's industrial future.



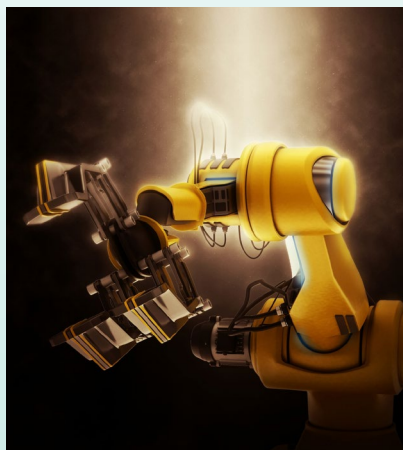
# Smart Machines, Safe Hands:



## *Harnessing AI in Manufacturing, Mining, Oil and Gas Without Sacrificing Jobs*

**“T**he system was out for blood and I was its very first victim.” These were the words of software engineer Ibrahim Diallo, who was dismissed not by a manager but by an automated system. His experience, later detailed in a widely read blogpost, began when his entry pass to a Los Angeles office tower suddenly stopped working, forcing him to rely on security guards simply to access his workplace.

In 2018, Diallo was locked out of his office, systems, and professional identity after an automated HR platform mistakenly flagged him



## Partnering Humans and Machines for Safer, Smarter, and More Productive Industries

as inactive during an internal restructuring. With no human override in place, access was revoked, security escorted him out, and it took three weeks for the company to discover that a simple administrative error had triggered the machine-led termination. The incident gained international attention after being featured by the BBC and has become a cautionary tale about over-reliance on automation and the need for human oversight in technology-driven workplaces.

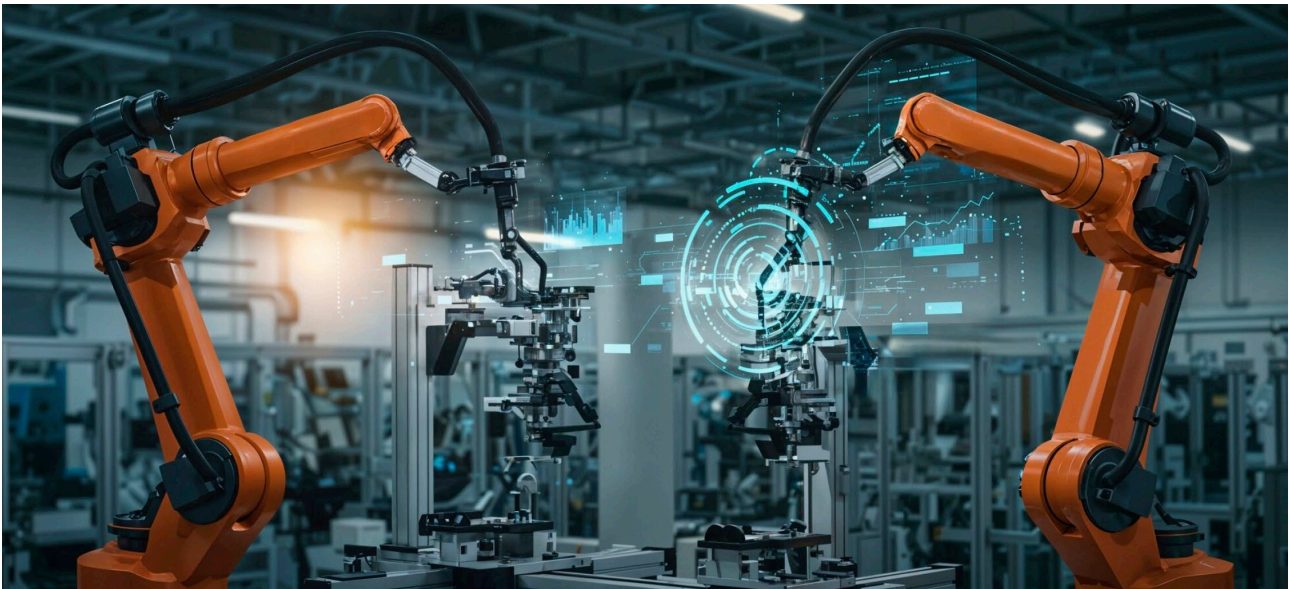
Today, as artificial intelligence rapidly reshapes manufacturing, mining, and oil and gas, Diallo’s story raises a deeper question for business leaders and HR professionals alike: how can industries embrace intelligent

machines without allowing systems to outrun human judgement?

### **The Rise of Artificial Intelligence in Industry**

Artificial intelligence is no longer experimental. It is becoming foundational to industrial operations worldwide, reshaping how decisions are made, how risks are managed, and how workers interact with technology.

In manufacturing, the global AI market was valued at USD 7.6 billion in 2025 and is projected to grow to USD 128.81 billion by 2034, reflecting rapid adoption across production environments. The Asia Pacific region accounted for roughly 43% of the market in 2025. A May 2025 Microsoft and IoT Analytics report indicates that about four in five process manufacturers are actively exploring AI, signalling that the technology has moved decisively beyond experimentation.



According to Yury Gomez, Global Chief Commercial and Strategy Officer for Process Manufacturing Industry at Microsoft, writing on Microsoft.com, artificial intelligence is already delivering measurable transformation across the sector. The Signals report highlights applications ranging from process optimisation and sustainability improvements to accelerated research and predictive maintenance. As she noted, "Adoption is scaling fast: 80% of manufacturers surveyed are either using or planning to adopt generative AI. These solutions are driving change across every level of the organization, from frontline operations to management decision-making."

The shift underway is therefore not simply technological. It is organisational. AI is redefining workflows, redistributing expertise, and forcing companies to rethink workforce structures alongside digital investment.

### **Africa's Industrial Moment**

While much of the global AI conversation focuses on advanced economies, adoption is accelerating across Africa's resource-driven industries. The World Economic Forum and the African Development Bank have highlighted digital technologies, including AI, as central to improving productivity, safety, and transparency in African mining and manufacturing companies.

In mining hubs such as South Africa and Ghana, companies are increasingly deploying predictive maintenance systems and data analytics to reduce equipment failure and workplace accidents. McKinsey estimates that digital technologies could unlock billions of dollars in productivity gains across Africa's extractive industries by improving operational efficiency and reducing downtime. It notes, "If institutions can address barriers and focus on building for scale, our analysis suggests African economies could unlock up to \$100 billion in annual economic value across multiple sectors from gen AI alone."

For African economies where industrial jobs remain critical to social stability, the stakes are particularly high. Automation cannot simply replace labour; it must augment it. This reality places HR leaders at the centre of industrial transformation rather than at its margins.

### **Oil and Gas: Intelligence in a Changing Energy Landscape**

Artificial intelligence is also redefining the oil and gas sector. According to IBM's Institute for Business Value, AI is helping companies adapt to a decarbonising energy environment by optimising renewable generation, managing distributed energy resources, and strengthening market integration.

The report states that 56% of executives believe AI will enable new capabilities that fundamentally transform their business models, while 70% say it improves their ability to navigate disruptions such as geopolitical instability, demand shifts, and emerging low-emission fuels.

Adoption is accelerating across the value chain. Currently, 44% of upstream organisations use AI in exploration, with another 45% planning adoption within three years. In downstream operations, 41% already apply AI in refining, and 52% expect to do so soon.

The implication is clear: competitive advantage is increasingly tied not only to physical assets but to data intelligence and workforce adaptability.

### **Mining: Precision, Safety and Operational Excellence**

Mining is experiencing equally rapid transformation. Industry data shows the AI in mining market valued at USD 28.91 billion in 2024, projected to reach USD 478.29 billion by 2032. Growth is driven by automation, predictive maintenance, and data-driven decision-making that improves safety and reduces operational costs through real-time monitoring.

Deloitte's *Tracking the Trends 2026 report* notes that AI is becoming a foundation for operational excellence in mining and metals. Companies

deploying AI strategically are better positioned to anticipate risks, safeguard workers, address workforce gaps, and strengthen resilience against cyber threats.

This shift is particularly significant in regions where mining accidents have historically carried severe human and economic consequences. AI's strongest value proposition is increasingly safety rather than efficiency alone.

### **AI and Jobs: Replacement or Reinvention?**

Despite rapid adoption, artificial intelligence is not removing human hands from industry. In many cases, it is protecting them.

In heavy industries, AI handles dangerous, repetitive, or highly precise tasks. In Wyoming oil fields, robotic systems manage drill pipes and heavy chains, work that historically exposed employees to severe injuries. According to Tom Kropatsch of the Wyoming Oil and Gas Conservation Commission, removing workers from high-risk tasks significantly improves safety outcomes.

Manufacturing faces a different challenge: a widening skills gap as experienced workers retire. Companies such as Siemens deploy AI assistants to help workers diagnose machine faults through simple language prompts. Peter Koerte, Chief Technology Officer of Siemens AG, explains that employees no longer require years of specialised experience to operate complex systems.

Rather than replacing skilled labour, AI spreads knowledge across the workforce, enabling less experienced employees to perform at higher levels. Rockwell Automation shares a similar outlook. Jordan Reynolds, Vice President of AI and Autonomy, suggests workers will increasingly supervise intelligent systems rather than manually adjust machinery. Roles evolve from physical control to operational oversight. The worker remains central.

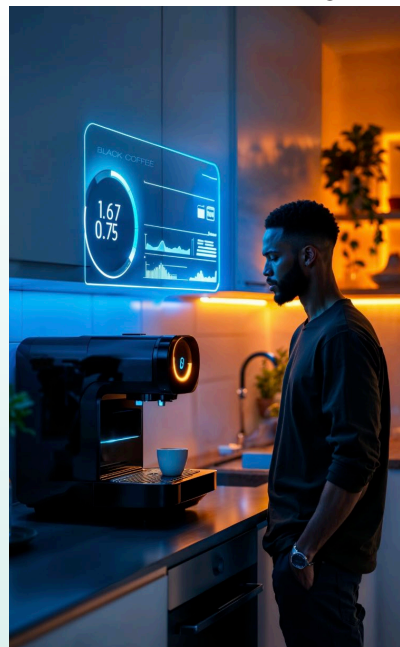
In mining, AI also fills precision gaps beyond human capability. Realm Alliance, a Texas-based firm, uses artificial intelligence in coal mines to improve froth flotation, a process that separates valuable minerals from waste. Co-founder Myles Recny notes, "No human can analyse thousands of microscopic bubbles every millisecond, but AI can." The result is improved accuracy, reduced waste, and safer operations.

### **The Role of HR in an AI-Driven Future**

The real transformation underway is not technological but human.

In high-risk industries, safety and productivity are inseparable. Artificial intelligence strengthens both, but technology alone cannot determine outcomes. HR leaders now play a strategic role in ensuring that automation enhances trust rather than fear.

The central question is whether workers will be prepared for this transition. Investment in training

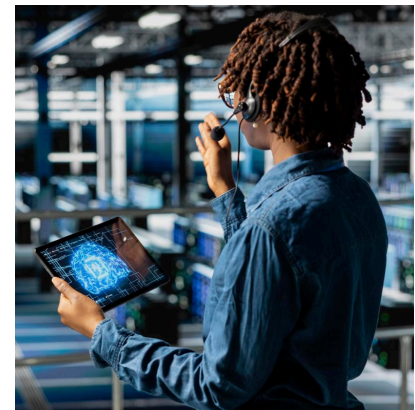


and reskilling allows employees to move into safer and more sustainable roles such as system supervisors, data analysts, and process managers. Without such investment, resistance to AI will grow, not because workers

reject innovation, but because they fear exclusion.

Responsibility must be shared. Business leaders must prioritise continuous learning. Policymakers must support workforce development. Educational institutions must align programmes with evolving industrial needs.

### **Keeping Humans in the Loop**



Technological progress has always reshaped work, but it has never eliminated the need for human judgement, experience, and accountability. Diallo's experience serves as a reminder of what happens when systems operate without oversight.

Smart machines enhance precision and reduce danger, yet they depend on human direction. The future of manufacturing, mining, and oil and gas should not be framed as humans versus machines, but as a partnership built on trust, governance, and skills.

Industries that succeed will not be those that automate the fastest, but those that integrate technology responsibly while investing equally in people.

Because when machines make decisions, someone must still remain accountable.

**Smart machines must always remain in safe hands.**

***Written by Judy Ahinakwa***

# Beyond Personality: How Management Drives Helps Leaders Unlock Motivation and Performance

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A practical framework that helps business and HR leaders understand what truly energises their people and translate motivation into measurable organisational results

## Understanding What Drives Your People: The Strategic Importance of Management Drives

**T**oday's fast evolving corporate landscape demands more than simply hiring talent. Understanding what truly motivates employees has become a strategic necessity. For business and HR leaders in Ghana, the real challenge lies in ensuring that teams remain aligned, engaged and capable of delivering organisational goals within a culturally complex and highly competitive environment. Management Drives has emerged as a powerful tool in this space, helping to bridge the gap between individual motivation, team dynamics and organisational culture.

Management Drives is a methodology and software platform designed to measure and visualise what drives individuals, teams, and organisations. By creating a shared "colour language," it enables leaders



» *Stephan Van Der Vat*  
Co-founder of Management Drives



» *Bode Olutunbi*  
Master Partner of MD to Africa and  
CEO of Peoplesource Consulting

understand behaviour, leadership styles, and organisational culture in a way that is both intuitive and actionable. Rather than placing people into fixed categories, it maps the dynamic interplay of six core drives: yellow, green, orange, blue, red, and purple, highlighting how motivation influences performance in different contexts.

For the 11<sup>th</sup> edition of the HR+IR Perspectives Magazine, The Capital Group Limited spoke exclusively with Stephan van der Vat, Founder and Co-Owner of Management Drives, and Bode Olutunbi, Global Partner,

## 'Management Drives is a methodology and software platform designed to measure and visualise what drives individuals, teams, and organisations'

Management Drives Africa, to explore how the methodology is reshaping leadership and organisational development across regions.

As Bode Olutunbi explains, "We are not a personality profiling tool. We measure what motivates people, teams and their organisations, what demotivates them, where their energy comes from, and what happens when they are under pressure". Stephan van der Vat reiterates the point about why Management Drives is different; "What makes us different is that we equip individuals, teams and organisations with the insights that help them create movement and positive change, which is almost always necessary. That change must stick, and this is where our methodology offers unique value"

### The Six Drives: A Framework for Understanding Motivation

Management Drives draws its theoretical foundation from the work

of Clare W. Graves, building on Jungian psychology and Maslow's hierarchy of needs. The six drives each represent a distinct motivational focus:

- **Yellow – Vision and Freedom:** Motivated by innovation, future thinking, and creative independence.
- **Green – Social Orientation:** Motivated by equality, collaboration, empathy, and social cohesion.
- **Orange – Competitive and Goal Oriented:** Ambitious and opportunity driven, always seeking to achieve more.
- **Blue – Structure and Certainty:** Values clarity, process, and proven methods to maintain effectiveness.
- **Red – Action and Decisiveness:** Instinct driven, risk taking, and focused on immediate results.
- **Purple – Identity and Belonging:** Motivated by mission, values, tradition, and cultural cohesion.

Bode highlights the practical application of these drives in Africa: "In many African organisations, we see purple showing up a lot, belonging, respect, hierarchy, loyalty. Green is strong too because business here moves at the speed of trust. Relationships and consensus are crucial. But we also see red and orange emerging because of rapid growth and ambition. Blue and yellow are developing as governance and strategic thinking become more important."

Stephan van der Vat adds that the methodology is intentionally flexible: "Management Drives is really a methodology rather than a model. It is the broad approach that allows us to use the framework to deliver solutions, not just profiles."

### Unique Features of Management Drives

What sets Management Drives apart from other psychometric tools is its emphasis on practical application and

behavioural change. According to Bode, "We start at an individual level, but we also scale it to teams and whole organisations, leveraging the same base data. One survey can serve as the basis for many interventions that help organisations help themselves."

A key innovation is the Matrix, a visual representation of the six drives, which helps teams and leaders reflect on the interplay between individual motivation, team behaviour, and organisational culture. The Matrix is complemented by tools such as the MD Profile, which provides individual insights into personal drives, the MD App that allows employees to access their individual profiles, create team profiles and gain personal development insights. The Team Scan analyses team culture and provides actionable guidance and the 3 steps model enables organisations leverage these insights to inform strategic decision making. The MD Pro system provides a digital resource platform for certified partners while conducting workshops and surveys.

### Integrating Management Drives into HR Practices

For HR leaders, Management Drives is not just a diagnostic tool but a framework for enhancing leadership and performance management. Bode explains, "There is a difference between leaders and bosses. A boss thinks their profile is the way to lead. A true leader understands they must take the profiles of their people into account to get the best out of them. Motivation belongs to the team itself."

This philosophy has practical implications for performance appraisals, leadership development, and training programmes. A project management course such as PRINCE2, for example, can be adapted so blue driven individuals appreciate structure, yellow driven individuals explore innovation, and green driven individuals strengthen collaboration.

Stephan highlights the real world impact: "We worked with a telecom

company and predicted the colours of their clients to decide on engagement strategies. One region that fully applied Management Drives achieved 35% revenue growth compared to another region that did not." Other examples include supporting bank integrations during mergers and helping schools reduce sick leave from 8 percent to 2.8 percent, demonstrating measurable organisational and financial outcomes.

### Scientific Validation and Reliability

Credibility remains a central concern for HR leaders. Bode assures that Management Drives has strong scientific validation: "We are one of very few known psychometric tools that is scientifically validated. The University of Leiden conducted research showing that 92 percent of participants recognised themselves in their survey reports. A second study with fake and real reports confirmed the accuracy of the tool." Such validation allows organisations to confidently apply Management Drives across recruitment, team building, and leadership development initiatives.

### Regional Nuances and Cultural Context

One of the methodology's strongest advantages is its ability to reflect cultural nuance without stereotyping individuals. Bode notes, "We measure individuals, not national cultures. Someone living in Ghana does not automatically have one colour. But regional patterns influence behaviours, and we help organisations understand how motivation manifests in their teams."

Across Africa, purple and green often form the cultural foundation of organisations, encouraging cohesion and trust, while red and orange reflect ambition and growth. Blue and yellow are becoming increasingly prominent as governance structures mature and organisations expand internationally.

Stephan adds, "We constantly observe how these dynamics play out across countries and sectors, from startups to multinationals. The tool allows us to

apply the methodology pragmatically while respecting local context."

### Future Directions: Digitalisation, AI, and Scaling

Management Drives continues to evolve to support larger and more complex organisations. Stephan outlines the vision: "We are developing a Motivational Development Platform combining Management Drives, competencies from Identia; our competency assessment tool and behavioural insights. AI will help users discover their 'sweet spot' for development. This will initially be applied at the team level, then extended to individuals, groups, and entire organisations."

He adds, "We aim to complete the organisational level platform by 2028, enabling large scale application while preserving the methodological integrity."

#### Strategic Takeaways for HR Leaders

For HR leaders in Ghana, several lessons stand out:

1. Motivation drives performance and alignment.
2. Culture shapes how motivation is expressed within teams.
3. Measurement becomes valuable only when it leads to action.

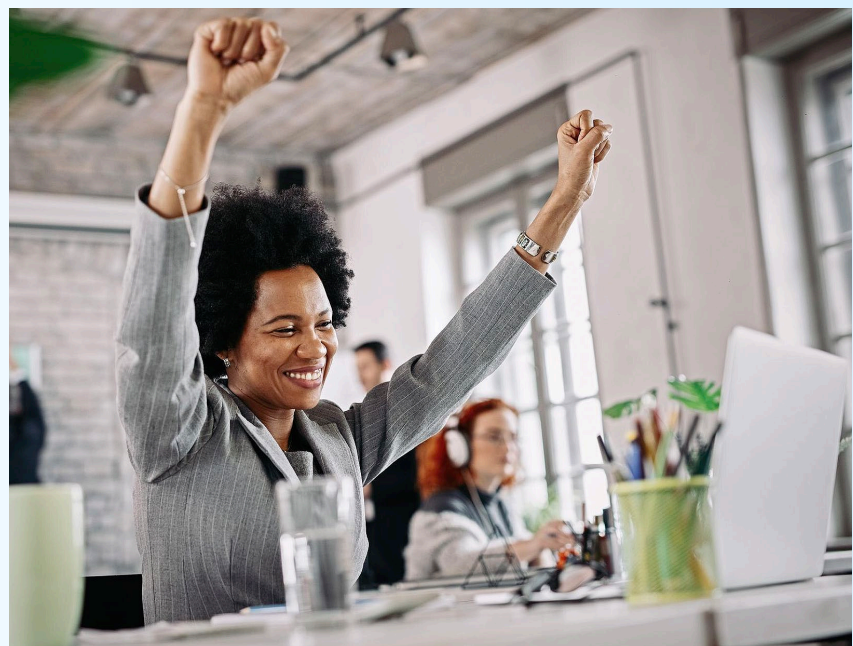
4. Leadership effectiveness depends on adapting to different motivational profiles.
5. Digital and AI enabled tools will support scalable, future ready organisations.

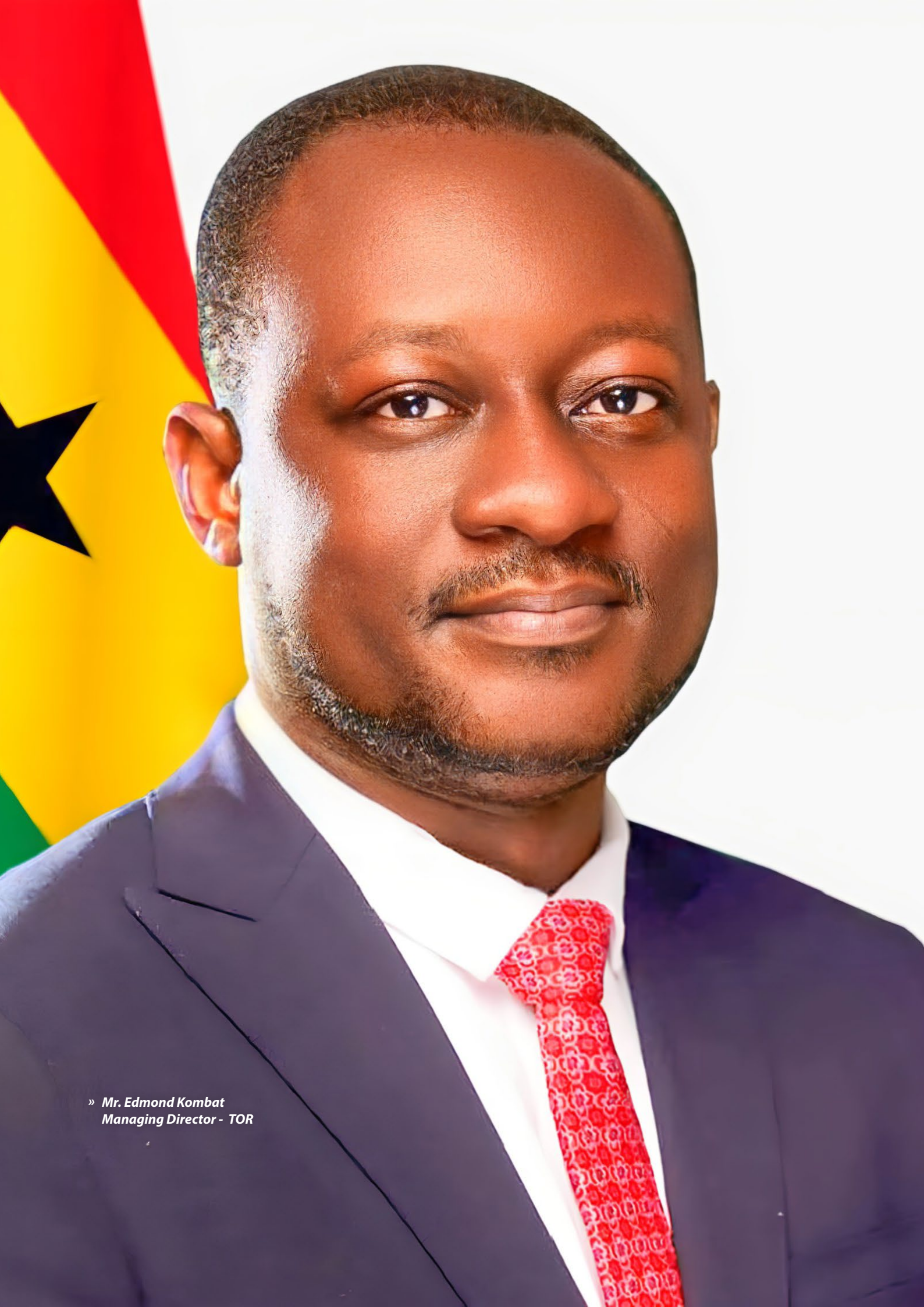
Bode summarises the philosophy succinctly: "We want other people to work with the tool. One survey can be the basis for change at an individual, team, and organisational level. That is what makes Management Drives practical and unique."

### Conclusion

Management Drives represents a powerful methodology for business and HR leaders seeking measurable impact. By combining scientific validation with practical application, it enables organisations to translate motivation into performance. In Ghana, where workplace success is shaped by relationships, culture, and rapid economic transformation, frameworks like Management Drives provide leaders with a structured way to align teams, develop talent, and sustain growth.

As Stephan emphasises: "Management Drives is about creating a methodology that delivers solutions, not just profiles. When applied thoughtfully, it transforms how leaders engage with their people, teams, and organisations."





» *Mr. Edmond Kombat*  
*Managing Director - TOR*

# The Capital Exclusive

## From Shutdown to Comeback: Inside the Rebuild of Tema Oil Refinery with Edmond Kombat

**“M**r. Speaker, I'm also pleased to announce to you that the Tema Oil Refinery is back. The new management of the refinery has successfully completed extensive turnaround maintenance, and I'm pleased to inform this August house that for the first time since 2018, the refinery has commenced processing of crude oil into petroleum products again.” President John Dramani Mahama delivered these words in Parliament during his State of the Nation Address (SONA) on February 27, 2026. The declaration marked a renewed chapter for the Tema Oil Refinery (TOR), whose future seemed uncertain just a year earlier.

Commissioned on September 28, 1963, originally as the Ghanaian Italian Petroleum (GHAIP) Company, TOR stands as Ghana's premier crude oil processing facility. The government assumed full ownership in April 1977, and the company was renamed TOR in 1991. Today, it is authorised to refine and sell petroleum products, including Aviation Turbine Kerosene (ATK), regarded as among the best in Africa. The refinery also supplies premix fuel, critical to Ghana's fishing industry, and aims to rank among the most productive refineries in the sub-region.

For the 11<sup>th</sup> Edition of HR+IR Perspectives Magazine, The Capital



Group Limited presents an exclusive interview with Edmond Kombat, Managing Director of TOR.

### A Legacy Interrupted

According to Kombat, for decades TOR was a cornerstone of Ghana's industrial ambition and energy independence. “This is one of the oldest refineries in West Africa. It was producing petroleum products for the Ghanaian market and some neighbouring countries,” he says.

However, years of financial and operational strain disrupted that legacy. He notes, “The refinery ran into multiple problems in the early 2000s and since then it has had a checkered history of legacy debts and instability.” A major intervention came in 2014 when President Mahama issued a bond to cover part of the refinery's \$650 million debt, restoring its operations.

“This is one of the oldest refineries in West Africa”.

Momentum briefly returned in 2016, when TOR processed about seven million barrels of crude, including supplies from Ghana. However, Kombat indicates that this progress was not sustained, as a change in government altered the refinery's trajectory. Subsequent efforts to sell or transfer the facility to other entities were strongly opposed by workers, further complicating its recovery.

### Restarting the Refinery

The restart in December 2025 represents a significant turning point, marking a smooth return to operations without technical setbacks. Beyond the operational success, the revival aligns with Ghana's broader agenda of promoting value addition within the economy.

“TOR has come back at the right time and government is very committed,”



he says, highlighting synergy with the Ghana National Petroleum Corporation (GNPC). Crude will gradually be redirected back to TOR, he adds, benefiting both the refinery and domestic consumers.

### **Reducing Costs, Strengthening Energy Security**

Kombat outlines the economic rationale behind refining domestic crude. "When crude is imported, you add costs like insurance and freight, which depend on distance. Before the Middle East crisis, it was about \$3 to \$4 per barrel, but it increased to about \$11 to \$12," he explains.

He notes that using crude from Jubilee or The Tweneboa Enyenra Ntomme (TEN) fields cuts distance and expense, and government-supplied crude can lower premiums applied by sellers. He emphasises the long-term impact: "It will be a gradual process, but there will be a time when events in the Middle East will not significantly affect the Ghanaian consumer. What Ghanaians are experiencing now is temporary, and government efforts are already helping to stabilise prices."

### **Policy, Patience and Production**

Measured expectations are critical. "One of the things I have learned as a public servant is not to give timelines because policy decisions involve many considerations, but it will not be a long time. Once decisions are finalised, they will be communicated to Ghanaians," Kombat explains.

The refinery's recovery is part of a broader reset of the oil sector. "The oil business is tiered into upstream, midstream and downstream. For the past eight years, there was no single oil well drilled upstream, but government has now changed the conditions to encourage more drilling," he adds.

New exploration, including in the onshore Voltaian Basin, will increase domestic crude availability, ensuring TOR can meet local demand.

### **Modernisation and Expansion**

Major operational upgrades are in progress, with government investing in new technology and modernising the refinery. The imminent commissioning of a 120-ton boiler and retrofitting of equipment to meet current standards are key milestones.

Looking ahead, ambitious expansion plans are underway. "The President has also mandated us to expand the refinery with a new green refinery of about 100,000 barrels per stream day and a petrochemical plant," he says. Efficiency improvements, including linear programming technology, will optimise production based on demand.

### **Innovative Financing for Growth**

Innovative financing is central to these plans. "Initially, we are using internally generated funds for some activities. For new projects, government is considering BOT and BOOT arrangements, as well as Special Purpose Vehicles," Kombat explains.

These models are designed to attract private sector participation. "Investors can build and operate facilities for a period before transferring them to the state, or partner with TOR under an SPV where profits are shared over time. These are innovative financing models because government does not have enough funds to cover all infrastructure needs," he adds.

### **Jobs, Skills and Social Impact**

The refinery's revival has already created tangible benefits. "A fully

operational refinery has a big impact on jobs. During maintenance of the CDU alone, we employed over 400 temporary workers, and we have also recruited about 300 permanent staff within the first year," he notes.

Beyond employment, the human impact is profound. "Before we came, some workers were buying basic items on credit. When they started paying for them that was when I realised we were making impact. That is real impact because it means people can take care of their families and there are smiles at home."

### **Driving a Green Transition**

Sustainability is central to TOR's vision. "We are creating an energy transition department to move the refinery towards a green model," he explains. Initiatives include cleaner energy integration, emissions reduction, solar power, and carbon capture technologies. "We are fixing leaking pipes, modernising systems, and ensuring all new projects are environmentally compliant. The goal is to make TOR an example of a green and environmentally responsible refinery."

### **A Five-Year Vision for Transformation**

Kombat is confident about TOR's trajectory. He envisions a stabilised, expanded, and modernised refinery serving Ghana's energy needs efficiently while fostering a youth-led, professional culture.

### **A Legacy of Impact**

Ultimately, success is measured by both performance and people. "One thing I want to be remembered for is that TOR is permanently back, refining Ghanaian crude, employing more people, and that the workers are happy and among the best paid in Ghana," he states.

Real impact is seen in workers building homes, taking care of families, and being genuinely satisfied. "That is what matters," he concludes.



# TOP TEN TEAM COMMUNICATION APPS FOR 2026



1. **Slack:** A leading platform for instant messaging and team communication, offering channels, direct messaging and seamless file sharing.



2. **Zoom Workplace:** Well suited for video conferencing, live chat and collaborative communication across distributed teams.



3. **Microsoft Teams:** A strong solution for messaging based collaboration, document sharing and deep integration with Microsoft 365 tools.



4. **Asana:** Designed for structured project management, enabling task assignment, workflow tracking and automation.



5. **Trello:** Ideal for visual project management through boards, lists and cards that simplify task organisation.



6. **Notion:** A versatile workspace combining note taking, project management and organisational knowledge sharing.



7. **Miro:** Effective for visual collaboration, brainstorming sessions and strategic planning activities.



8. **Google Workspace:** Supports real time collaboration through shared documents, communication tools and cloud based productivity applications.



9. **ClickUp:** An all in one productivity platform that integrates project management, task tracking and goal setting.



10. **Monday.com:** Known for customisable workflows that support project management, team coordination and operational visibility.

# Pensions as a Productivity Tool: Ensuring Retirement Security for Industrial Workers

## Why Ensuring Retirement Security Today Drives Productivity, Loyalty, and Performance Tomorrow

**O**n factory floors across Ghana, workers clock in every day carrying a question that never leaves them: will this job take care of me when my body can't keep up anymore?

It is lunchtime at a manufacturing plant on the outskirts of Accra. The machines have gone quiet, and workers gather under a shade tree, talking not about last night's football, but about a colleague who retired last month. The pension he walks away with, they say, will barely cover his rent. Nobody says it aloud, but the thought lands on everyone: will I end up like that?

This is not a welfare concern. It is a productivity problem. In Ghana's industrial sector, it is more urgent than most employers realise.

### The Law Already Understands What Many Employers Do Not

Ghana's National Pensions Act, 2008 (Act 766) did not just create a retirement savings framework. It made an argument about workforce stability. When SSNIT's Deputy Director General,



**"This is not a welfare concern. It is a productivity problem".**

Michael Addotey Addo, addressed the UK-Ghana Chamber of Commerce in 2023, he was direct:

"We have realised it promotes industrial harmony where you have unionised workers who agitate a lot. When this is taken care of, there is less agitation." Michael Addotey Addo, Deputy Director General, SSNIT (2023)

He urged employers to see pension contributions not as a legal obligation to avoid fines, but as a tool to improve productivity and morale. Under Ghana's three-tier scheme, employers contribute 13% of basic salary to SSNIT (Tier 1), while employees contribute 5.5%. Additionally, 0.5% goes to Tier 1 and 5% to a mandatory occupational scheme (Tier 2). That combined contribution is not money leaving the business. It is money building the foundation on which daily output rests.

### Industrial Workers Face a Different Kind of Retirement Risk

Not all workers retire the same way. A lawyer can work into their sixties with minimal physical toll. A factory

worker, miner, or construction worker cannot. Ghana's Labour Act, 2003 (Act 651), recognises this. Its protections around hazardous work and industrial undertakings exist because physical labour carries compounding risk over time.

Bodies wear out. Hearing degrades. Joints suffer. For industrial workers, retirement is not a distant life event. It is a physical inevitability that arrives earlier and harder. A worker who knows their pension will sustain their future works differently from one who does not. The former focuses. The latter grows anxious, disengaged, and increasingly difficult to retain.

### **Non-Compliance Is a Productivity Problem in Disguise**

In 2023, SSNIT reported that over 20,000 companies in Ghana were in arrears on pension contributions. When employees discover that deductions have been withheld but not remitted, trust collapses. A workforce that does not trust its employer does not perform at its best. SSNIT's 2024 data shows the minimum monthly pension stood at GH¢409.10, a figure that, against Ghana's cost of living, represents a genuine crisis for retirees who spent decades in industrial employment.

The OECD consistently finds that strong pension systems reduce labour turnover in labour-intensive sectors. Replacing a skilled worker costs between 50% and 200% of their annual salary. Gallup research shows engaged employees are 17% more productive and experience 41% lower absenteeism. Financial security is a primary driver of that engagement.

### **What Ghana's Industrial Employers Can Do Now**

Three practical steps make an immediate difference. First, comply fully with Act 766. Remit contributions on time, every month. The legal consequences of non-compliance are significant, but the productivity consequences are more immediate.



Second, communicate what you are providing. Explain the three-tier scheme in plain language. Turn a payslip deduction into a benefit workers understand and value.

Third, consider going beyond the mandatory minimum. The voluntary Tier 3 allows employer and employee top-ups with tax incentives. It signals that you are building a workforce, not just running one.

The factory floor is where people spend the most physically demanding

years of their lives. The smartest thing an employer can do is make sure those years are building towards something. Workers who feel protected focus better, agitate less, stay longer, and care more about quality.

Retirement security is not a cost. It is a return on investment that shows up every single day.

**Written By Francis Ohemeng Anane, Esq.  
Legal Officer, Petra Trust**



# LEADER



# Navigating Leadership Paradoxes with Ambidextrous Leadership and Harrison Assessments Paradox Technology

Ambidextrous Leadership and Paradox Technology

In our rapidly changing and complex world, leadership is no longer just about choosing the "right" traits or strategies. Increasingly, scholars and practitioners alike emphasise the importance of paradox - the ability to hold two seemingly contradictory elements in tension. This is at the heart of Ambidextrous Leadership, as explored by professors Wendy Smith and Marianne Lewis, and is also central to the Harrison Assessments' Paradox Technology. By integrating these concepts, leaders can cultivate a mindset that balances competing demands, harnesses creative tensions, and drives sustainable performance.

## The Rise of Ambidextrous Leadership

In their work, professors Wendy Smith and Marianne Lewis argue that organisations and leaders face contradictions that often appear irreconcilable - think short-term results vs. long-term innovation, stability vs. change, or empathy vs. authority. Their research on Ambidextrous Leadership demonstrates that leaders who hold both sides of these tensions, rather than favouring one over the other, are more successful in meeting complex challenges.



1. Ambidexterity in Action: A leader might need to exploit existing capabilities (keeping things running smoothly, focusing on execution) while also seeking to explore emerging opportunities (innovating new ideas and pushing boundaries). Rather than oscillating from one approach to the other, an ambidextrous leader skilfully embraces both.



- Both/And Thinking: Smith and Lewis advocate for a "both/and" mindset, helping leaders reframe contradictions as complementary forces that power creativity and growth. This approach not only fosters resilience but also encourages teams to remain flexible and adaptable.

**Paradoxes and Harrison Assessments**

Harrison Assessments is well known for its advanced "Paradox Technology," developed by Dr Dan Harrison, which identifies and measures pairs of seemingly contradictory leadership traits. Each of these pairs reveals a "paradox" - two complementary (but potentially conflicting) traits that must be balanced for optimal effectiveness. Just because you have a strong trait does not necessarily make it a strength. It needs to be supported by its paradoxical pair in order to be a true strength.

Example of a Paradox Pair: Enforcing and Warmth/Empathy. Leaders need the discipline to ensure accountability (Enforcing) without losing their sense of compassion and care for people (Warmth/Empathy).

When a leader overuses or underuses one side of a paradox, they risk falling into unproductive extremes - for instance, becoming overly rigid and punitive or too lenient and permissive. Through Harrison's Paradox graphs,

individuals gain insight into how strongly they favour one trait over the other, and how to develop the underused trait to create a balanced, synergistic leadership approach.

**Key Features of Harrison Assessments Paradox Technology:**

- Balanced Measurement: Rather than viewing traits as opposites on a single continuum, each trait is measured independently. This clarifies how high or low one is on each trait and indicates the quality of balance (or imbalance) between them.
- Synergistic Traits: When two traits are both developed and expressed effectively, they become "complementary" rather than "competing" traits - leading to more versatile leadership.
- Targeted Development: The assessment highlights development areas, often counterintuitive, that can help leaders increase their ambidexterity. Coaching or training can then be tailored to address these specific needs.



**Linking Ambidextrous Leadership and Paradox Technology**

Ambidextrous Leadership thrives when leaders can flexibly engage in both sides of a paradox - similar to how Harrison Assessments guides leaders to identify and develop complementary traits. By merging these two frameworks, leaders can adopt a both/and mindset and take concrete steps to develop their underutilised traits and avoid overusing their dominant ones.

- Recognising Multiple Dimensions

Smith and Lewis encourage leaders to reflect on seemingly opposing strategies - like short-term vs. long-term, risk vs. caution, or exploration vs. exploitation.

Harrison Assessments highlights behavioural paradoxes such as Strategic Opportunity and Risk Analysis, ensuring leaders understand exactly where their preferences lie.

- Developing Competencies for Balance

Ambidextrous leaders proactively seek to cultivate the qualities they lack, aiming for balance rather than perfection on either extreme.

Harrison's Paradox reports provide individualised insights on how to strengthen underused traits, like building more assertiveness if you tend to lean heavily on diplomacy, or

nurturing empathic listening if you are overly directive.

### 3. Adaptable Mindset and Behaviours

Both frameworks underscore the importance of adaptability. Whether you are dealing with market shifts or team conflicts, ambidexterity allows you to pivot between seemingly conflicting behaviours with ease.

By training in paradox awareness, leaders can shift from a binary "either/or" mentality to a "both/and" mentality. This helps them respond quickly and flexibly to evolving demands.

### 4. Leadership at All Levels

Ambidextrous Leadership is not just for the top - teams and individuals throughout an organisation can benefit from learning to hold tensions in a constructive way.

Harrison's Paradox approach can be introduced across departments to enhance communication, collaboration, and problem-solving. The more people can handle paradoxes effectively, the more agile and innovative the organisation becomes.

#### Practical Steps to Get Started

1. **Assessment:** Begin by taking a Harrison Assessment to identify your unique paradoxical trait profile. Familiarise yourself with the pairs of traits and see where your natural strengths lie - and which traits might benefit from development.
2. **Reflection:** Apply a both/and lens to your leadership challenges. Ask: What contradictory demands am I facing at the moment? How might each side of the paradox benefit the situation?
3. **Development:** Partner with an executive coach or HR professional who understands Harrison's Paradox Technology. They can guide you through targeted strategies to enhance your less-developed traits, while maintaining your current strengths.



4. **Practice and Feedback:** Put your ambidextrous skills into action. For instance, if you are practising balancing Enforcing and Empathy, experiment with holding tough accountability conversations in a supportive, caring way. Seek feedback from peers or mentors and refine your approach.
5. **Sustain the Balance:** Leadership ambidexterity is an ongoing journey. Regularly reassess where you stand on key paradoxes, especially as organisational demands shift. Continue to refine your balance and stay open to learning.

Ambidextrous Leadership requires us to see leadership through a paradox lens - embracing competing demands and turning contradictions into opportunities for innovation. Harrison Assessments' Paradox Technology equips leaders and organisations with the insights and development strategies to thrive amid these tensions. By leveraging the synergy between Ambidextrous Leadership and Harrison's Paradox approach, you can build a leadership culture that is agile, inclusive, and ready to tackle the complex challenges of today's business landscape.

**By leveraging the synergy between Ambidextrous Leadership and Harrison's Paradox approach, you can build a leadership culture that is agile, inclusive, and ready to tackle the complex challenges of today's business landscape.**

In a time where volatility and uncertainty are the norm, the ability to hold seemingly opposing ideas in productive tension is not just a skill - it is a strategic necessity. Through Harrison's data-driven insights and a both/and leadership mindset, you will elevate your organisation's capacity to adapt, collaborate, and excel in an ever-evolving world.

Ready to explore paradox technology for your leadership team? Contact us for a personalised Harrison Assessment demo.

**Written by Dan Harrison  
(Harrison Assessment International)**



**CENPOWER OPERATIONS & SERVICES LTD (CENOPS)**

**C**enpower Operations & Services Ltd has utilised Harrison Assessments Talent software on multiple occasions for recruitment, and it consistently surpasses our expectations. The tool's predictive analytics identify the most suitable candidates and generate detailed reports, allowing us to easily attract top talent and make well-informed decisions. Additionally, the outstanding customer service from The Capital Group Limited has greatly enhanced our experience. The Harrison Assessments Talent Acquisition software has become our preferred recruitment solution and has been vital to our company's growth. I highly recommend it!

**Herta Aidoo**  
*Human Resource Manager  
Cenpower Operations & Services Ltd (CENOPS)*



# Harrison Assessments

## Testimonials



**UK CENTER FOR ECOLOGY & HYDROLOGY (UKCEH)**

**T**he incorporation of Harrison Assessments during our recent recruitment process proved to be both insightful and highly valuable. It provided us with a deeper understanding of the values, strengths, and behavioral tendencies of the shortlisted candidates. This added layer of insight significantly supported our decision-making. We appreciated the clarity it brought to the selection process

**Adelaide Asante**  
*Head of (UKCEH) West Africa office*



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# HR CLINIC

Dear HR,

I am uncomfortable raising this, but I feel I must seek your advice. One of my colleagues has a noticeable body odour,

and it is beginning to affect the team. People are avoiding sitting near him or collaborating on certain projects. No one knows how to address the matter, and I am concerned that mishandling

it could harm relationships or create a tense work environment. How can this sensitive issue be approached in a professional and considerate manner?

Dear Abena,

Thank you for bringing this to our attention. Situations of this nature are more common in workplaces than many realise, yet they are rarely discussed openly due to the discomfort involved. Your concern is entirely valid. When personal issues such as body odour start to influence colleague interactions, seating arrangements, or team collaboration, the matter transitions from being purely personal to a workplace concern. This does not imply any wrongdoing by the individual, but it does require careful and professional handling.

In the Ghanaian work environment, dignity and respect are paramount. The effectiveness of addressing this issue depends more on how it is communicated than on what is said.

### Key Principles for Addressing the Matter

**1. Discretion:** This is never a topic for group discussions, casual comments, or humour among colleagues. Even well-intentioned jokes or indirect hints can cause

embarrassment and resentment. Any conversation must be conducted privately.

**2. Appropriate Messenger:** Ideally, HR, a supervisor, or a team lead should address the matter rather than peers. When colleagues confront highly personal issues directly, the discussion can be misinterpreted as ridicule or criticism. HR or a manager can frame the conversation professionally and supportively.

**3. Professional and Respectful Communication:** The discussion should focus on workplace comfort rather than personal fault. An example approach could be:

*"Thank you for taking a moment to speak with me privately. I wanted to raise something slightly sensitive, and I hope you will understand that the intention is purely professional. There have been occasional concerns about workspace comfort that may be linked to personal hygiene. These situations can happen for many reasons, so I am bringing it to your attention respectfully."*

This type of phrasing avoids accusation, protects the individual's dignity, and reduces defensiveness. The goal is awareness, not judgement.

**4. Empathy and Understanding:** Many individuals are unaware of such issues. Body odour is rarely intentional and may be influenced by medical conditions, long commutes, or environmental factors. Leading with empathy ensures the conversation remains constructive.

**5. What to Avoid:** Public remarks, gossip, teasing, or indirect attempts to signal the message should always be avoided, as they often exacerbate the problem and harm workplace relationships.

Handled correctly, these conversations are typically brief and uneventful. Professionalism sometimes requires addressing uncomfortable matters, but kindness, privacy, and respect should always guide the process.

**Written by Osman Zakari,  
HR Officer - TCGL (Tamale)**





**Dear HR,**

**P**lease keep me anonymous. I am a 29-year-old Operations Officer at a construction company in Takoradi. Recently, I have noticed that my personal life is significantly affecting my productivity and performance at work. In 2018, I was sexually assaulted by a previous employer, which has left me with lasting

trauma. Although I have undergone therapy and spiritual counselling, I continue to struggle with severe nightmares, anxiety, and insomnia. As a result, I often rely on medication to sleep. During the day, anxiety and flashbacks overwhelm me, particularly when a man comes too close. These challenges are now affecting my focus, and my recent performance appraisals have been concerning.

I value my job, as it provides stability, purpose, and hope, and I do not want to lose it. However, I recognise that I may need more structured psychological support, but I am unsure how to request it or where else to turn. How can I address this situation appropriately, and what resources or accommodations might be available to help me recover while maintaining my role?



**Dear Anon,**

I am deeply sorry that you have had to carry this, and I commend you for speaking up. The anxiety, sleeplessness, flashbacks, and difficulty concentrating are recognised trauma responses. These are health-related challenges, not a reflection of your competence. Under Sections 9 and 10 of the Labour Act, 2003 (Act 651), every employee in Ghana has the right to safe and healthy working conditions, and employers have a duty to protect employee welfare. Section 118 reinforces this, while Sections 15 - 17 require that any action affecting your employment be fair and justified. Where performance issues are medically linked, both the law and HR best practice require that reasonable support be considered before any disciplinary action.

You should request a confidential meeting with HR and explain that you are managing a medical condition affecting your concentration and sleep. You do not need to disclose the details of your trauma. A short note from a licensed clinical psychologist, psychiatrist, or medical doctor confirming that you are under treatment and may require

temporary workplace adjustments is sufficient. Based on this, HR can provide reasonable accommodations such as flexible time for therapy sessions, temporary workload adjustments, modified deadlines, or minor workspace changes. If your organisation has an Employee Assistance Programme (EAP), you may also request counselling support. If recent performance appraisals are a concern, you could ask for a structured Performance Improvement Plan (PIP) aligned with your recovery timeline. This ensures fairness, proper documentation, and due process.

Recovery may take time, but with clinical support and a workplace that applies its duty of care, it is possible to regain stability and productivity. Seeking support while remaining committed to your role demonstrates strength. You are entitled to dignity, fairness, and psychological safety at work. I sincerely wish you steadiness, confidence, and full restoration as you move forward.

**Written by, Derrick Debrah  
HR Officer - TCGL  
Head Office**



# Tech and Safety Secrets for Sale: The \$1.5m Coca- Cola Trade Secret Case and HR's Risk Management Lessons



## Trade Secrets, Big Money, and You: How to Protect Your Company from Becoming the Next Headline

**D**id you know that a former Coca-Cola employee once tried to sell the company's secret formula to PepsiCo for \$1.5 million?

Innovation is the lifeblood of business, and for global brands like Coca-Cola, trade secrets represent years of research, development, and strategic investment. When this information is compromised, the consequences can be severe, not only financially but also in terms of reputation, legal liability, and employee trust.

This reality was sharply demonstrated in 2006, when Joya Williams, an administrative assistant at Coca-Cola's headquarters in Atlanta, Georgia, and her accomplices plotted to obtain confidential documents and a sample of an unreleased beverage. Their goal was to sell the sensitive material to PepsiCo. What could have been a landmark act of corporate betrayal instead became a legal case study because PepsiCo chose integrity over opportunism and reported the approach to law enforcement.

PepsiCo's decision to notify Coca-Cola and the Federal Bureau of Investigation triggered a covert operation. Undercover agents posed as PepsiCo representatives, gathering evidence. When the \$1.5 million transaction was scheduled, authorities intervened, and the defendants were charged with wire fraud and theft of trade secrets, both serious federal offenses.

While this story may read like fiction, the underlying lessons for you as an HR leader or risk manager are very real. Insider threats, inadequate access controls, and ethical ambiguity are not hypothetical, they exist in your workforce today.

### Understanding Insider Risk

One clear takeaway is the reality of insider threats. Your company may focus heavily on external risks such as hackers and malware, yet internal threats are often greater and harder to detect. Employees with legitimate access may misuse information for personal gain, retaliation, or simply because controls are too weak.

In Williams' case, her position granted access to confidential files she should not have handled. Ask yourself, do you know which employees have access to your most sensitive data? Do you routinely review those privileges? You can reduce these risks by working with IT to define clear boundaries and enforce a strict need-to-know policy. Conduct regular audits to ensure access remains appropriate as roles evolve.

### Security Protocols and Technology Controls

Protecting trade secrets goes beyond locked cabinets and nondisclosure agreements. Controlled access systems, biometric authentication, encryption, and real-time monitoring are essential.

You should look for unusual patterns. Repeated access to files outside an employee's normal duties, large downloads, or attempts to bypass protocols should prompt investigation. Early detection could prevent a situation like Coca-Cola's from ever reaching the headlines.



### **Cultivating an Ethical Culture**

PepsiCo's decision to report the covert approach highlights the power of corporate ethics. Integrity prevented the theft of sensitive data and preserved a fair competitive environment.

You can foster the same culture in your organisation. Train employees regularly on corporate values, confidentiality obligations, and reporting mechanisms. Make it clear that ethical behaviour is expected, reinforced, and rewarded. When employees understand both the rules and the reasoning behind them, they become active guardians of company assets.

### **Cross-Functional Collaboration**

Effective risk management requires teamwork. HR, IT, legal, and security

cannot work in isolation. In your company, create integrated channels for reporting and escalation. Make sure that HR updates security teams about role changes, promotions, and terminations, as these events are often critical indicators of potential risk. Your active involvement ensures insider threats are managed before they escalate.

### **Vetting and Monitoring Employees**

Risk begins with hiring. Background checks, reference verification, and careful onboarding reduce the chance of exposing your company to employees with questionable intent. When employees leave, immediately revoke access to systems and premises.

Regularly align access privileges with responsibilities. Have employees reaffirm confidentiality agreements.

By doing this, you reinforce both legal accountability and behavioural expectations.

### **Trade Secrets as Strategic Assets**

The most important lesson is that trade secrets are strategic assets. Coca-Cola's formulas, marketing strategies, and product development pipelines are core to its competitive advantage. Protecting them requires more than technology, it requires your active oversight, ethical leadership, and cross-functional collaboration.

You must classify information rigorously. Not all data carries the same risk. Customer service logs are not the same as secret formulas. Work with legal and IT to build clear frameworks so everyone understands what is confidential, what can be shared internally, and what is public.

The Coca-Cola case may read like a thriller, but the lessons are real. As an HR leader, risk manager, or business leader, you are at the centre of protecting your company. People, processes, and ethics are just as crucial as technology.

By taking responsibility for insider risk, enforcing strict access controls, cultivating an ethical culture, and collaborating across departments, you can safeguard your organisation's most valuable assets and prevent your company from becoming the next headline.

**Written By Christopher Sededzi Kwame**  
**Journalist, Writer**



# PERSONALITY PROFILE

Meet Edward Bawa, Group CEO and MD - GOIL PLC



**“He has extensive experience in energy policy analysis, regulatory compliance, and stakeholder engagement, and has been instrumental in drafting and amending energy-related legislation”.**

**E**dward Abambire Bawa is a distinguished energy policy expert and communications professional, currently serving as the Group Chief Executive Officer and Managing Director of GOIL PLC. He is currently a PhD candidate in Global Energy Policy at EUCLID University and holds a Bachelor's degree in Chemistry from the University of Cape Coast, as well as an MBA in Finance from the University of Liverpool.

During his term as Member of Parliament (MP) for the Bongo Constituency (2016 - 2024), he played a crucial role in energy legislation, policy advisory, and regulatory compliance. He served on several Parliamentary Committees, including Mines and Energy, Communications, Privileges, and Poverty Alleviation.

#### **Over Two Decades of Expertise**

Edward has held pivotal roles, including Head of the Communications Unit at the Ministry of Energy and as

a communications consultant for the World Bank's Oil and Gas Capacity Building Project for six years. He has extensive experience in energy policy analysis, regulatory compliance, and stakeholder engagement, and has been instrumental in drafting and amending energy-related legislation. His leadership is also reflected in his work on various Parliamentary committees, such as Communications, Mines and Energy, and Poverty Alleviation.

His academic credentials include an MBA from the University of Liverpool and a Bachelor's degree in Chemistry

from the University of Cape Coast. He has also undertaken numerous professional development courses on petroleum revenue management, project development, and risk communication, among others. An accomplished writer, Edward has published articles on critical energy topics in leading media outlets, and his thought leadership extends to public presentations on sustainable energy and economic development.

#### **Bridging Policy and Practice**

##### ***A Vision for a Greener, Smarter Future***

Edward is driven by a passion for sustainable energy solutions and community development, and he actively engages in volunteerism, reading, and exploring new ideas in the energy sector. His blend of technical expertise, communication skills, and leadership experience makes him a valuable asset in navigating the complex landscape of energy policy and development.



» **Edward Bawa**  
Group CEO and MD - GOIL PLC



# SAFE, SKILLED AND PRODUCTIVE:

## HR'S ROLE IN DRIVING WORKPLACE SAFETY IN MANUFACTURING

### Balancing productivity, protection and people as Ghana's factories scale for growth

On 5 October 2021, two Kwame Nkrumah University of Science and Technology (KNUST) students and a Tanzanian worker died in a tragic industrial accident in the Ashanti Region. This is the story and the lessons it holds for workplace safety in Ghana's manufacturing sector.

Every year, Ghana's factories hum with productivity, yet behind every machine is a worker whose safety is often taken for granted. In a sector contributing billions to the national economy, HR has become the frontline defender of lives and livelihoods. According to the Ghana Statistical Service (GSS), manufacturing recorded year-on-year growth of 6.3% in the fourth quarter of 2024, contributing significantly to the national economy. In the third quarter of 2025, GDP from manufacturing reached GH¢5,418.20 million, up from GH¢4,780.90 million in the previous quarter.

With initiatives such as the African Continental Free Trade Area (AfCFTA) and the government's GHS 30 billion Big Push Infrastructure Programme for roads, bridges, and logistics

corridors, manufacturing is poised for even greater expansion in 2026. The President's first 2025 State of the Nation address emphasised support for a 24-hour economy in industrial zones, aiming to reduce downtime and increase continuous production.

Yet, as production accelerates, a critical question emerges: who is safeguarding the people on the factory floor? How is HR ensuring that, in the pursuit of efficiency and economic growth, workplace safety remains non-negotiable?

**'HR has become the  
frontline defender of  
lives and livelihoods'.**

#### The Human Cost of Getting It Wrong

Safety failures are not abstract statistics; they are lives disrupted, families shattered, and communities shaken. On 5 October 2021, a tragic industrial accident at Juaben Oil Mills Limited, a

palm oil processing plant in the Ashanti Region, brought this reality into stark relief. A biomass boiler malfunctioned, releasing scalding steam that engulfed workers. Three lives were lost, including two students from the KNUST who were on industrial attachment and a Tanzanian national, while nine others were injured, four critically.

Even non-fatal incidents carry profound consequences. In December 2015, a Fast Track High Court in Accra ordered B5 Plus Company Limited, a steel and roofing sheet manufacturer, to pay GH¢4,417,600 in compensation to Julius Sylvester Bortey Alabi, who lost all ten fingers in a workplace accident shortly after starting as an 18-year-old casual employee. The court found the company negligent, citing inadequate training and protective equipment. Alabi spent nearly three months in treatment and was left permanently disabled.

Beyond the immediate tragedy, these incidents raise uncomfortable questions about industrial safety culture, supervision, and protective systems. Behind every product on store shelves are real people performing



demanding work that must be safeguarded.

### **A Legal and Cultural Shift**

Safety advocates have called for stronger oversight. The Trades Union Congress (TUC) has urged swift passage of the Occupational Safety, Health and Environment (OSHE) Bill. The legislation seeks to replace outdated laws, including the Factories, Offices and Shops Act of 1970, with a modern framework covering all workplaces. A proposed National Occupational Safety and Health Authority would enforce compliance, while the bill requires employers to establish safety teams, conduct risk assessments, and actively manage hazards rather than responding only after accidents occur.

### **The HR Mandate: Beyond Compliance**

Where does HR fit into this? Safety is no longer just the domain of engineers or site managers. Progressive manufacturing firms recognise that HR sits at the very heart of workplace safety.

### **Culture Over Checklist**

Walk into any factory and you will see posters: "Safety First." "Think Safe, Work Safe." But posters alone do not save lives; people do. HR's task is to embed safety into the organisational culture.

When safety becomes a shared value rather than a top-down mandate, employees follow rules because they genuinely care for themselves and their colleagues.

### **Competence as a Safety Intervention**

Competence is a powerful safety tool. Inadequately trained workers hesitate, guess, and take shortcuts, which can lead to life-altering incidents. HR must ensure that skill-building is continuous, not a one-time exercise. Safety training, drills, and emergency-response programmes create confident, capable workers. And confident workers are safe workers.

### **Motivation Matters**

Manufacturing work is physically demanding, repetitive, and sometimes isolating. Disengaged employees are more likely to be distracted, and distraction is where accidents happen. HR can mitigate this by fostering psychological safety, where employees feel empowered to raise concerns, report near-misses, and ask for help without fear of blame.

The ECG Ashanti Inter-Regional Safety Team captures the ethos well: "No task is so urgent, and no assignment so important, that it cannot be done safely." This is the space where HR excels, turning safety from a compliance exercise into a culture of vigilance, accountability, and genuine care.

### **Partnering with Unions**

In unionised manufacturing environments, safety is a shared responsibility. HR and Industrial Relations teams must work closely with unions, building trust and transparency. Joint safety committees, collaborative problem-solving, and open dialogue create a culture where everyone watches out for everyone else. Smart HR departments listen, advocate, and act.

### **The 2026 Agenda**

As Ghana's manufacturing sector expands in 2026, HR's role in workplace safety will be more critical than ever. Safety is not just about preventing accidents; it is about enabling human potential. HR leaders must anticipate workforce risks associated with higher production, longer shifts, and new technologies. Skill gaps, fatigue management, and employee engagement will be central priorities.

By embedding safety into culture, investing in continuous skill development, fostering motivation, and building trust across the workforce, HR becomes the bridge between human well-being and business performance.

To achieve this, HR must ensure that safety:

- Is measured and rewarded as part of performance metrics
- Becomes a daily practice, not a compliance exercise
- Encourages workers to speak up without fear of reprisal
- Includes proactive planning for workforce expansion and industrial growth

The safest factories are the most productive, and the most productive factories are the ones where people want to work, not because they have to, but because they know they matter.

**Written by Kira Asante**

# Beyond the Handbook

## The \$23 Million Lesson: When a Joke becomes a Lawsuit

### Leadership Lessons from the Pepsi Jet Case

**W**e have all heard the saying, “It’s just a joke.” It is a phrase often used to soften an awkward moment when humour lands badly or a playful remark causes unintended offence. But what happens when a joke moves beyond embarrassment and becomes a multi-million dollar legal battle?

In 1996, PepsiCo learned a lesson that every executive, communicator, and organisational leader should remember. A joke is not always harmless. Under the right circumstances, it can become a liability.

The story began with a television commercial. As part of an ambitious marketing campaign, Pepsi launched a promotion allowing customers to collect Pepsi Points and redeem them for branded merchandise. One advert featured a teenager dramatically landing a Harrier Jet at his high school, with a caption suggesting the aircraft could be obtained for seven million Pepsi Points. The scene was clearly exaggerated and intended as humour.

However, a 21 year old business student named John Leonard saw something different. He noticed that the promotion allowed customers



to purchase additional points for ten cents each. Calculating the numbers, Leonard realised he could theoretically acquire enough points to claim the jet for about \$700,000, far below its estimated value of \$37.4 million. Backed by investors, he submitted a cheque to Pepsi demanding delivery of the aircraft.

The company dismissed the request as absurd. Leonard did not. He sued for breach of contract, arguing that the advertisement constituted a legitimate offer. The case, later known as Leonard v. PepsiCo, became one of the most famous marketing law disputes in modern business history. Although the court ultimately ruled in Pepsi’s favour, the legal fight reportedly cost millions in legal expenses, consumed executive attention, and exposed reputational risks that no marketing team had anticipated.

#### A \$23 Million Lesson for Leaders

##### Your Words Have a Price Tag

Whether addressing employees, issuing a public statement, or

**“A joke is not always harmless. Under the right circumstances, it can become a liability”.**

launching a marketing campaign, leadership communication carries weight. What feels harmless to one audience may sound like a promise to another. Leaders operate under constant scrutiny, and casual remarks can quickly acquire legal or reputational consequences. In both the courtroom and the court of public opinion, “I was just joking” is rarely a strong defence. Precision in language is not merely a communication skill. It is an essential risk management practice.

##### Red Teaming Is a Necessity

One of the clearest failures in the Pepsi case was a preventable oversight. By allowing customers to purchase points

cheaply, the campaign unintentionally created a mathematical loophole that gave credibility to Leonard's claim.

This is where red teaming becomes essential. Organisations must deliberately test their own ideas by asking how they might be misunderstood, manipulated, or exploited. Before launching any initiative, leaders should ask a simple question: if someone wanted to break this system, how would they do it? If internal teams do not identify vulnerabilities, external actors inevitably will.

### **Perspective Is Power**

To Pepsi executives, the jet was obviously fictional. To Leonard, it represented opportunity. Leadership blind spots often arise from assuming audiences interpret messages exactly as intended. In reality, people bring different motivations, expectations, and interpretations to the same message. Effective leaders pause to consider how communication may be received by someone ambitious, sceptical, or searching for advantage.

### **The High Cost of Dismissal**

Pepsi initially laughed off Leonard's claim. While understandable, dismissal can be expensive. Ignoring concerns or treating complaints lightly can escalate minor disputes into major conflicts. Acknowledging an issue does not require agreement, but it demonstrates seriousness and respect. Often, early engagement and thoughtful response prevent disputes from hardening into litigation.

### **Conclusion**

As an old Russian proverb warns, "do not use a joke that costs more than a ruble." For modern leaders, the currency at stake goes beyond money. Trust, credibility, and organisational focus are equally valuable assets.

In an era where every statement can be recorded, shared, and legally examined, leadership demands greater intentionality in communication. Humour has its place in business, but clarity must always come first. The Pepsi jet case reminds us that words are not temporary. Once released into the world, they carry consequences.

The joke told today can easily become tomorrow's headline, and sometimes, tomorrow's lawsuit.

*Written By Kira Asante*

**"The joke told today can easily become tomorrow's headline, and sometimes, tomorrow's lawsuit".**





HEALTH WATCH

# The Hidden Kidney Disease Burden

**K**idney disease is quietly becoming one of Ghana's most serious but least talked about public health threats. Often described as a "silent disease", it progresses with little or no warning, leaving many people unaware they are affected until the condition has reached an advanced stage.

The scale of the problem is striking. About 13 out of every 100 Ghanaians live with some form of kidney disease, representing roughly 13 percent of the population, or nearly four million people.

To better understand this growing health challenge, The Capital Group Limited spoke with Prof. Dr. Elliot Koranteng Tannor, a Consultant Nephrologist at the Komfo Anokye Teaching Hospital (KATH).

What makes kidney disease particularly dangerous, Dr Tannor explains, is its silent progression. In the early

stages, the condition often produces no noticeable symptoms, depriving patients of the chance for early diagnosis and treatment. By the time warning signs appear, the disease may already be significantly advanced.

Another widespread misconception is that kidney disease mainly affects older adults. According to Dr Tannor, this assumption is increasingly outdated. Evidence shows that kidney disease can affect people across all age groups, including children.

According to a study conducted by (Tannor EK, Sarfo FS, et al . . . .2019) on the Prevalence and predictors of chronic kidney disease among Ghanaian patients with hypertension and diabetes mellitus, age has also been shown to be an independent predictor of chronic kidney disease. Those with CKD are mainly males as female gender were protective. There is evidence suggesting that males have a higher predilection for CKD. Male

gender is also associated with faster progression of CKD than females.

The male gender is more likely to develop kidney disease due to delayed check-ups, poor adherence to hypertension medication, and lifestyle choices like alcohol consumption or use of aphrodisiacs.

A 14 year retrospective study at the Korle Bu Teaching Hospital found that the most common kidney conditions among children were nephrotic syndrome (42.5 percent) and acute kidney injury (26.2 percent). This demonstrates that while the causes of kidney disease in children may differ from those in adults, the condition remains a serious health risk regardless of age.

Further findings from Ghana's first renal registry, published in 2022, paint an even more worrying picture. The registry shows that patients in Ghana often develop kidney failure at relatively younger ages and frequently seek medical care late. More than 75 percent of patients present with advanced disease, and hospital mortality can reach as high as 50 percent among those admitted with kidney failure.

## Causes of Kidney Disease

According to Dr Tannor, the two most common causes of kidney disease are diabetes and high blood pressure (hypertension).

Research supports this observation. A study titled *CKD, Diabetes and Hypertension Nexus* (Thulasi et al., 2025) found that diabetes and hypertension are not only leading causes of chronic kidney disease but also interact in ways that accelerate kidney damage. In the study's patient cohort, the highest prevalence of CKD, 49.57 %, was recorded among individuals who had both conditions simultaneously.

Other risk factors include inflammation of the kidneys' filtering units, prolonged use of certain medications, and hereditary conditions. Prof. Dr. Tannor also highlights the role of lifestyle

factors such as high salt intake, excessive consumption of processed foods, and unhealthy diets, which can increase the risk of kidney disease and contribute to earlier onset in younger adults.

“Chronic use of herbal medications and painkillers increases risk of kidney disease. Meanwhile, kidney diseases can also be genetic and hereditary”, Prof. Dr. Tannor added.

According to the National Institutes of Health, HIV infection has been recognized as a cause of kidney disease, especially when poorly controlled. Other chronic infections such as hepatitis B, and hepatitis C are increasingly recognized as important contributors to chronic kidney disease, with multiple studies demonstrating increased risk of renal impairment and progression to kidney disease, particularly in co-infected individuals.

### Symptoms of Kidney Disease

Dr Tannor explains that early stages kidney disease typically has no symptoms, which is why it is widely referred to as a silent disease. As kidney function deteriorates, however, several warning signs may begin to appear.

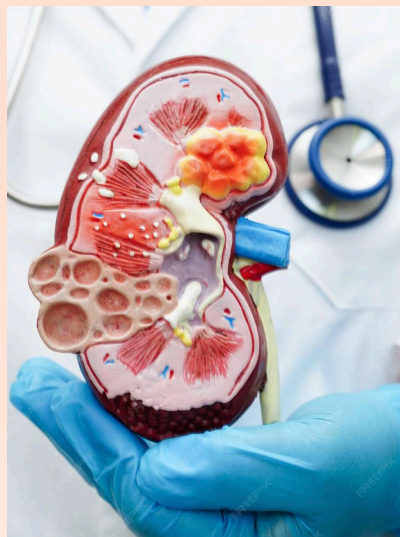
These may include persistent fatigue and weakness, swelling in the legs, ankles, or around the eyes, changes in urination, including frequency or foamy urine, shortness of breath, and puffiness around the eyes. In severe cases, patients may also experience chest pain and other complications linked to fluid build-up in the body.

### How Kidney Disease Is Diagnosed

Because early symptoms are often absent, kidney disease is usually detected through routine blood and urine tests, particularly among individuals with risk factors such as diabetes or high blood pressure.

Prof. Dr. Tannor outlines several key diagnostic methods:

**eGFR (Estimated Glomerular Filtration Rate):** A blood test measuring creatinine levels, which



helps determine how well the kidneys filter waste.

**Urine Albumin to Creatinine Ratio (UACR):** A urine test used to detect albumin, a protein that signals kidney damage when present in urine.

**Blood Pressure Measurement:** High blood pressure is both a cause and a consequence of kidney disease.

**Imaging Tests:** Ultrasound or CT scans can reveal abnormalities in kidney size and structure and detect conditions such as cysts, stones, or tumours.

**Kidney Biopsy:** In some cases, a small tissue sample is taken from the kidney and examined under a microscope to determine the exact cause of damage.

### Treatment and Management

Treatment depends largely on the stage of the disease and the underlying cause. In the early stages, the primary goal is to slow the progression of kidney damage.

Patients are usually advised to control blood pressure, manage blood sugar levels, especially if they have diabetes, adopt healthier diets, exercise regularly, quit smoking, and maintain a healthy weight.

In advanced stages, when the kidneys can no longer perform their essential functions, patients require renal replacement therapy to survive. This typically involves dialysis or kidney transplantation.

Dialysis removes waste products and excess fluid from the blood. This can be done through haemodialysis, where a machine filters the blood, or peritoneal dialysis, where a special fluid placed in the abdomen absorbs waste.

A kidney transplant, where a healthy kidney from a donor is surgically implanted into the patient, often provides the best long-term quality of life for people with kidney failure.

### Prevention: Protecting Your Kidneys

According to Prof. Dr. Tannor, the most effective way to address kidney disease is to prevent it before it develops.

Key preventive measures include regular medical checkups, at least once or twice a year, particularly for individuals with diabetes or hypertension. Managing chronic conditions effectively is critical.

Maintaining a healthy diet, limiting salt intake, reducing processed foods and sugary drinks, and staying well hydrated are also important steps. Avoiding smoking and limiting the unsupervised use of over-the-counter pain relievers, which can damage the kidneys when used excessively, are equally essential. As well as optimizing blood pressure control and limiting the use of herbal preparations.

### Conclusion

Kidney disease represents a major public health challenge in Ghana, affecting millions and often progressing undetected until it becomes life threatening. However, it is not inevitable.

Regular screening, healthier lifestyles, and better awareness can significantly reduce the risk. Knowing your health numbers, maintaining a balanced diet, exercising regularly, and seeking early medical advice remain some of the most effective ways to protect the kidneys and safeguard long term health.

**Prof. Dr. Elliot Koranteng Tannor  
Consultant Nephrologist - KATH**

# 30TH ANNIVERSARY CORNER

## Three Decades of Excellence: Celebrating Partnership and Impact

This year marks a significant milestone for The Capital Group Limited as we celebrate 30 years of excellence, innovation, and impact in human resource services, consultancy, organisational development, event management, and financial advisory.

The launch of our 30<sup>th</sup> Anniversary is more than a celebration of time. It is a reflection of a journey built on collaboration, shared knowledge, and a strong belief in the power of partnerships to drive sustainable growth.

### A Legacy Built on Expertise and Partnership

Over the past three decades, The Capital Group Limited has worked alongside organisations across sectors to strengthen institutions, develop people, and improve organisational performance. Through our integrated services, we have supported both public and private sector institutions as they navigate complex business environments and pursue operational excellence.

Central to this journey has been the principle of the partnership economy. Rather than working in isolation, we have consistently built strategic collaborations with clients, industry leaders, policymakers, and professionals. These partnerships have



allowed us to co-create solutions, share expertise, and deliver outcomes that go beyond individual organisational goals.

What began as a vision to provide high-quality professional services has grown into a trusted brand known for professionalism, innovation, and results-driven advisory.

### Supporting Organisational Growth

At the heart of our work is the understanding that people remain the most valuable asset of any organisation. Through our HR services and organisational development initiatives, we have supported institutions to build strong leadership, develop skilled workforces, and create resilient organisational cultures.

Our consultancy and advisory services have helped organisations improve performance, strengthen governance systems, and unlock new opportunities for growth. At the same time, our

event management and professional training platforms have created spaces where industry leaders, policymakers, and professionals come together to exchange ideas, share experiences, and promote best practices.

### Celebrating Partnerships and Progress

As we mark our 30<sup>th</sup> Anniversary, we recognise that our achievements are the result of strong and enduring partnerships. Over the years, we have collaborated with organisations and professionals across industries to deliver projects that strengthen institutions, support professional development, and contribute to national growth.

This milestone is therefore an opportunity to express our gratitude to the clients, partners, employees, and stakeholders whose trust and commitment have shaped our journey.

### A Year of Engagement

The launch of the 30<sup>th</sup> Anniversary marks the beginning of a series of engagements throughout the year. As we honour three decades of impact, we remain guided by the belief that lasting success is built through partnerships. Together with our clients and stakeholders, we look forward to shaping the next chapter of growth, innovation, and shared progress.

*Powered by Partnership*

*Our Cherished Partners We are Proud to Serve*

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## KEY ACTIVITIES

- Keynote speeches from global leaders in education and technology
- Panel discussions on emerging trends in digital learning
- Workshops and training sessions for professionals
- Exhibitions showcasing the latest education technologies
- Networking sessions for partnerships and collaboration

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## Bridging the Skills Gap: The Capital Group Limited Partners GLADNET to Transform Learning and Development in Ghana

The Capital Group Limited has strengthened its commitment to advancing professional training and skills development through a strategic partnership with the Ghana Learning and Development Network (GLADNET), culminating in the official launch of the initiative.

Held at The Capital Group Limited head office in Accra on March 18, 2026, the event was themed “Empowering Ghana through learning and development”. It focused on addressing the long-standing gap between training and real workplace application by emphasising training transfer, while bringing together learning and development practitioners to share best practices, adopt innovative methodologies, and improve the overall effectiveness of training programmes.

Delivering the keynote address, the Minister for Labour, Jobs and Employment, Dr Abdul-Rashid Pelpuo, underscored the urgency of the initiative, noting that rapid technological change and evolving labour market demands are reshaping the global world of work. He emphasised that continuous learning is no longer optional but essential, describing learning and development as a critical engine for institutional growth and national transformation.

Speaking on the need for an inclusive learning ecosystem for skills development, Dr Pelpuo noted that GLADNET aligns with government’s broader policy direction to boost productivity, expand employment, and promote decent work by ensuring that training initiatives are responsive to labour market needs.

Highlighting the role of mentorship, he urged institutions to prioritise capacity building. “A productive and



skilled workforce is the foundation of sustainable economic growth”, he said.

Executive Director of GLADNET, Ms Akosua Kyerewa Boateng, emphasised the importance of practical, learner-centred training methods. “Participants must not merely listen to ideas; they must practise them, simulate them, debate them, and apply them,” she said.

Reinforcing this position, the President of the Network, Mr Kwesi Hegan, stressed that effective learning goes beyond traditional lecture-based approaches and PowerPoint presentations, advocating for more practical, participatory and experiential methods. “People learn best by doing. Training must be hands-on, participative and focused on real-world application,” he said.

He further explained that the network will serve as a platform for professionals

to share knowledge, collaborate, exchange best practices, and adopt innovative learning methodologies through workshops, webinars and conferences. “When learning professionals connect and share capabilities, we can make a significant impact on organisations and national development,” he stated.

GLADNET is expected to bring together professionals across industries to encourage knowledge-sharing, drive innovation, and promote continuous skills upgrading, ultimately strengthening Ghana’s workforce for the future.

The launch event brought together key stakeholders, including the Minister for Labour, Jobs and Employment, Dr Abdul-Rashid Hassan Pelpuo, the Chief Executive Officer of The Capital Group Limited, Samuel L Adetola, as well as industry professionals and development partners.



# Humour Corner

## Riddles And Jokes

### Riddle

I am always chased, never caught and hate extensions.

**What am I?**

### Riddle

I am a daily meeting that no one seems to like. I keep you on track but people tune out of grip.

**What am I?**

### Riddle

I talk a lot but never speak.

**What am I?**

### Riddle

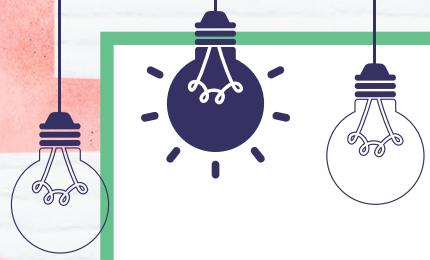
Without me your business crumbles.

**What am I?**

### Joke

If you work in HR, you should know the following acronyms:

**EBITDA, I&D, EAP, HRIS, KPI and SMH.**



# Word Search



Y	P	R	O	M	I	S	E	B	J	I	C	M	Y	P
S	E	C	N	E	I	R	E	P	X	E	E	O	T	I
T	T	N	E	V	L	O	V	E	J	S	L	M	I	H
D	R	R	R	E	R	I	P	S	N	I	E	E	N	S
Y	E	I	E	U	A	L	Q	I	O	U	B	N	U	R
S	N	D	U	N	O	M	L	T	F	D	R	T	M	E
Y	E	O	I	M	G	J	U	R	H	U	A	U	M	D
E	V	I	M	C	P	T	S	E	U	K	T	M	O	A
R	S	S	R	R	A	H	H	P	W	N	I	U	C	E
I	S	T	A	O	A	T	E	X	A	G	O	Q	R	L
P	E	W	G	G	M	H	I	E	H	S	N	A	E	E
S	C	R	E	H	T	E	G	O	T	Q	S	G	S	A
A	C	H	I	E	V	E	M	E	N	T	A	I	K	N
O	U	V	A	L	U	E	S	R	E	C	C	G	O	R
I	S	H	T	W	O	R	G	Q	Y	F	O	Z	F	N

- |                                      |                                     |                                     |                                   |
|--------------------------------------|-------------------------------------|-------------------------------------|-----------------------------------|
| <input type="checkbox"/> Achievement | <input type="checkbox"/> Experience | <input type="checkbox"/> Journey    | <input type="checkbox"/> Promise  |
| <input type="checkbox"/> Aspire      | <input type="checkbox"/> Expertise  | <input type="checkbox"/> Leadership | <input type="checkbox"/> Triumph  |
| <input type="checkbox"/> Celebration | <input type="checkbox"/> Future     | <input type="checkbox"/> Legacy     | <input type="checkbox"/> Success  |
| <input type="checkbox"/> Community   | <input type="checkbox"/> Growth     | <input type="checkbox"/> Memories   | <input type="checkbox"/> Together |
| <input type="checkbox"/> Dedication  | <input type="checkbox"/> Harmony    | <input type="checkbox"/> Momentum   | <input type="checkbox"/> Strength |
| <input type="checkbox"/> Evolve      | <input type="checkbox"/> Inspire    | <input type="checkbox"/> Passion    | <input type="checkbox"/> Values   |



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# TRAINING CATALOGUE

## TCGL 2026 TRAINING CALENDAR

DATE	TRAINING TOPICS	OVERVIEW	COST	LOCATION
April 16th-17th	<b>1. Negotiation Skills: Getting to Yes Without Losing Relationship</b>	Gain practical tools to achieve win-win outcomes while preserving professional relationships.	GHC1,500.00	The Capital Group Training Centre, Accra
May 7th-8th	<b>2. Finance for Non-Financial Managers</b>	Understand key financial principles to make informed business and budgeting decisions.	GHC1,500.00	The Capital Group Training Centre, Accra
May 21st-22nd	<b>3. Advanced Excel for Financial Modeling and Decision Making</b>	Build and analyze complex models to support data-driven financial decisions.	GHC1,500.00	The Capital Group Training Centre, Accra
June 11th-12th	<b>4. Customer Service Excellence: Going Beyond Expectations</b>	Discover strategies to deliver exceptional service that builds loyalty and satisfaction.	GHC1,500.00	The Capital Group Training Centre, Accra
June 18th-19th	<b>5. Superior Management &amp; Leadership Skills For Improved Performance &amp; Results</b>	Develop the core leadership skills needed to motivate teams and drive organizational success.	GHC2,000.00	The Capital Group Training Centre, Accra
July 9th-10th	<b>6. Conflict Resolution Made Simple: Turning Tensions into Teamwork</b>	Learn practical steps to manage and resolve workplace conflicts constructively.	GHC1,500.00	The Capital Group Training Centre, Accra
July 23rd-24th	<b>7. Workplace Etiquette &amp; Professionalism in a Changing World</b>	Enhance your professional image through appropriate behavior, ethics, and communication.	GHC1,500.00	The Capital Group Training Centre, Accra
August 20th-21st	<b>8. Developing a Quality Culture in Organisation</b>	Foster a mindset of continuous improvement and excellence to ensure consistent quality across all operations.	GHC2,000.00	The Capital Group Training Centre, Accra
September 17th-18th	<b>9. Data Analytics for Non-Tech Professional: Turning Numbers into Insights</b>	Translate data into actionable insights for better business decisions.	GHC1,500.00	The Capital Group Training Centre, Accra
September 24th-25th	<b>10. ESG Strategy: Building Purpose-Driven and Future-Ready Organizations</b>	Learn to craft and execute effective ESG strategies that integrate purpose, sustainability and performance for long-term organizational success.	GHC1,650.00	The Capital Group Training Centre, Accra
October 15th-16th	<b>11. Team Building &amp; Collaboration: Creating Synergy at Work</b>	Strengthen teamwork and collaboration to boost performance and cohesion.	GHC1,500.00	The Capital Group Training Centre, Accra
November 12th-13th	<b>12. Workplace Safety and Compliance: Building a Zero-Accident Culture</b>	Learn best practices and compliance standards to create a safe, responsible, and accident-free work environment.	GHC2,000.00	The Capital Group Training Centre, Accra
November 19th-20th	<b>13. Stress Management &amp; Resilience: Thriving in Pressure Situations</b>	Develop coping strategies to maintain productivity and well-being under pressure.	GHC1,500.00	The Capital Group Training Centre, Accra

# AD RATE

PACKAGE	PRICE	ROI LEVELS	WHY IT WORKS
Front Page Inner	Ghc3,500.00	High-Impact	Here, you are the first brand they see. First impression that invites trust.
Full Page	Ghc3,000.00	High-Value	The focused consultation. Deep engagement without distraction. The workhorse of B2B advertising.
Half Page	Ghc1,800.00	Strategic	Budget-smart prominence. For targeted service offers.
Quarter Page	Ghc1,000.00	Entry	Cost-effective authority. Ideal for niche solutions and reinforcing larger campaigns.
Double Spread	Ghc7,500.00	Elite = Maximum Influence	Own the narrative with authority. Dominate 2 pages with rich visuals. (Idea for product launches/promotion)
Back Cover	Ghc4,000.00	Peak = Strategic Visibility	Be the last memory that shapes their next move with the highest recall (92%). Perfect for bold branding/conversion-focused offers.
Back Page Inner	Ghc3,500.00	Core = Smart Value	Readers pause here. Think of the back page as the handshake after the meeting. Works for conversion.

Let's secure your space before the next edition closes. Reserve any of our ad space by getting in touch with our marketing team:

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**Judy: 0244604858 | Email: [j.ahinakwa@capitalgroupghana.com](mailto:j.ahinakwa@capitalgroupghana.com)**



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