



the shipping association of jamaica

ANNUAL REPORT 2015

77TH ANNUAL GENERAL MEETING



Leading the way...
the Evolution Continues



CONTENTS

01	Who we are/What we do
03	Agenda
4-7	Minutes of the 76th Annual General Meeting
7-10	The Managing Committee
11-17	President's Message
18-19	Finance Department
20-31	Human Resource Department
32-40	Communications & Member Services Department
41	Property & Administration Department
42-43	Advantum
44-45	Notes

WHO WE ARE AND WHAT WE DO

Formed in 1939, the Shipping Association of Jamaica (SAJ) is registered under the Trade Union Act of Jamaica and is a service provider to the Ports as well as a member-based organisation of terminal operators, stevedoring contractors and shipping agents, the latter of which are the marketing and logistics representatives of shipping lines in Jamaica.

The SAJ was founded against the backdrop of Jamaica's labour upheaval in the 1930s by a small group of businessmen as a labour hire organization. Since then, membership has grown steadily and the association now represents seventy-eight (78) businesses.

The association works closely with Government agencies and the private sector to promote sustainability and growth in the shipping industry. The SAJ promotes initiatives to advance the interests of its members, employees and staff as well as delivers training programmes for industry members. It promotes a high standard of industrial relations in the shipping industry through the Joint Industrial Council established in 1952.

True to the core of its business as a labour hire organisation, the SAJ employs and manages a cadre of 550 various types of skilled workers which it supplies to the terminals operating at Port Bustamante across three shifts each day.

The SAJ plays a key role in ensuring that Jamaica's maritime sector is competitive and remains viable through vigorous representation on critical industry and government committees.

The SAJ's support to industry provides much of the infrastructure and support for the port's information technology system through its subsidiary, Advantum, formerly Port Computer Services Ltd. Over the last twenty nine years, the company has evolved to become the leading IT service provider to more than thirty (30) entities in the shipping industry and beyond.

We have fostered the formation and growth of the Caribbean Shipping Association (CSA). We are not only a member, but also serve as the home of its Secretariat. Our influence, markets and service provision is significantly enhanced by our synergies with this organisation and its network of maritime interests across the Caribbean, North and Latin America, as well as Europe.

Undeniably, we have much to celebrate - our historical labour agreements with the unions representing labour on the Port of Kingston, the continued work of the Joint Industrial Council; our dynamic role as advocates for our industry, among other achievements.





AGENDA

ITEM 1 CALL TO ORDER

ITEM 2 APOLOGIES

ITEM 3 (a) CONFIRMATION OF MINUTES
 - 76TH Annual General Meeting held on
 Friday, November 28, 2014

(b) Matters Arising

ITEM 4 (a) PRESIDENT'S REPORT FOR 2015

(b) Matters Arising

ITEM 5 PRESENTATION OF FINANCIAL STATEMENTS

The Shipping Association of Jamaica

Approval of Audited Financial Statements to Year End 31 December 2014
Unaudited Financial Statements for period January to September 2015

Advantum

Audited Financial Statements to Year End 31 December 2014

Shipping Association of Jamaica Property Limited

Audited Financial Statements to Year End 31 December 2014

ITEM 7 ELECTION OF:

- (A) President for 2016
- (B) Vice President for 2016
- (C) Managing Committee Members for 2016

ITEM 8 APPOINTMENT OF AUDITORS

ITEM 9 ANY OTHER BUSINESS

MINUTES OF THE 76TH ANNUAL GENERAL MEETING

Name	Company	Voting Status
Denise Lyn Fatt, Vice President - Chairman	Freight Handlers Limited	Voting
Roger Hinds, Immediate Past President	Transocean Shipping	Voting
Michael Bernard	Jamaica Freight and Shipping	Voting
	Shipping Services (Stevedoring) Ltd	Voting
	Coastal Shipping	Voting
	Interseas Ltd	Voting
	Jamaica Producers Shipping	Voting
	Jamaica Fruit & Shipping	Voting
	Ship Management Services	Voting
	Fidelity Trading	Voting
Andrew Whyte	Jamaica Producers Group	Voting
	Producers Shipping	Voting
William Brown	Lannaman & Morris Shipping	Voting
	Lannaman & Morris S & M Ltd.	Voting
Mark Williams	Kingston Wharves	Voting
	Kingston Terminal Operators Limited	Voting
	Western Terminals	Voting
Catherine Carter	Kingston Wharves	Observer
Andre Rochester	R S Gamble (1998) Ltd.	Voting
	Arnold Malabre & Co. Ltd.	Voting
Erol Smith	Lasocean Agencies Ltd.	Voting
	Shipping Services Ltd.	Voting
Kisha Williams-Hare	Carib Star Shipping Ltd	Voting
Joseph Lowe	A E Parnell & Co	Voting
	Seaport Equipment Limited	Voting
Corah-Ann Robertson-Sylvester	Port Cold	Voting
	Cold Port	Voting
Clifton Walker	Ocean Air International Ltd.	Voting
Blossom Deidrich	Metro Investments Limited	Voting
	Seafreight Jamaica	Voting
Loxley Tulloch	Gateway Shipping International	Voting
Frances Yeo	Assessment Recoveries Limited	Observer
Annmarie Curtis	Advantum	Observer
Trevor Riley, Group CEO	Shipping Association of Jamaica	
Andrea McGibbon, Deputy Group CEO	"	
Terrence Brooks, Labour Planning & Deployment Manager	"	
Raymond Hernandez, Financial Controller	"	
Dionne Gordon, Board Secretary	"	
Jean Hinds, Internal Auditor	"	
Sophia Walcott, Recording Secretary	"	
Yahneake Sterling	"	
Monique Morrison	"	
Fiona Hall	"	
Marcelle Dawkins	"	



CALL TO ORDER

The 76th Annual General Meeting (AGM) of the Shipping Association of Jamaica (SAJ) was called to order at 10:05am by Chairman Denise Lyn Fatt.

APOLOGIES FOR ABSENCE

An apology was tendered on behalf of Mr. Kim Clarke, Mr. Charles Johnston, Mr. Harry Maragh, Mr. Grantley Stephenson and Captain Diedrich Suendermann who were unable to attend.

CONFIRMATION OF MINUTES

Minutes of Annual General Meeting held Wednesday, November 27, 2013:

Page 4: Mr. Andre Rochester noted that the 'r' in Malabre was duplicated. The correction was duly noted.

There being no further amendments, the minutes were confirmed on a motion moved by Mrs. Corah Ann Robertson-Sylvester and seconded by Mr. Joseph Lowe.

MATTERS ARISING FROM THE MINUTES

The Chairman moved on to the President's report as there was no matter arising from the Minutes.

PRESIDENT'S REPORT

The Vice President invited comments on the President's end of year report which formed part of the Association's published 2014 Annual Report. She noted that the report was very detailed and encouraged Members who had not yet done so to read it.

MATTERS ARISING FROM THE PRESIDENT'S REPORT

Meeting with the Port Authority of Jamaica (PAJ)

The General Manager reported that he and President Clarke were scheduled to meet with Professor Gordon Shirley, President of the PAJ, on December 9th. He said the meeting was to advance the discussions with regards to SAJ's involvement with the Port Community System. He advised that the SAJ had recently sent a team to several locations in Europe (Spain, France & UK) to get a more in-depth look at the operations of a Port Community System. He said the team

returned with a lot of information which would guide the discussions. The General Manager advised that the essence of the information was that the SAJ had been asked by the PAJ to assume a more dynamic role in the roll-out of the Port Community System.

Congratulations to the 75th Anniversary Planning Committee

Past President Roger Hinds saluted the staging of the SAJ's 75th Anniversary celebrations. He said that the 75th Anniversary Gala & Awards Banquet was very well organized and extended congratulations to Mrs. Corah Ann Robertson-Sylvester and the entire Planning Committee for an outstanding job. Members concurred and MC Member Joseph Lowe added that it was very good that the SAJ could honour three of its past presidents and indicated that they were grateful for the awards.

SAJ's Shipping Industry 5k Road Race

Mr. Lowe highlighted the SAJ's 5k event staged in June and recommended that the SAJ should make it an annual event. The General Manager responded that the 5k road race would indeed be held annually. He said the planning committee was already in discussions with Running Events about the second staging of the event which would be held in the Newport West community. Discussions then ensued on the feasibility of staging the 5k road race within the community. Mrs. Robertson-Sylvester highlighted that it was necessary for each member to manage their garbage disposal and contribute to beautifying the community. Mr. Joseph Lowe indicated that the circular noting the increase in Police patrols within the Newport West community during the Christmas season was welcomed.

Vice-President Lyn Fatt then moved on to the presentation of the financials by Deputy General Manager, Mrs. Andrea McGibbon-White.

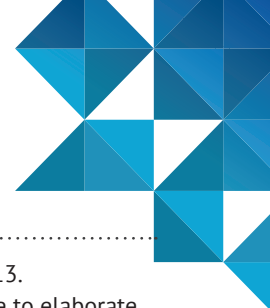
Presentation of Financial Statements

1. The Shipping Association of Jamaica

Audited financial statements to year ended December 31, 2013

SAJ Deputy General Manager, Mrs. Andrea McGibbon-White gave a synopsis of some economic statistics from 2010 to September 2014. Some highlights were:

1. Inflation rates: 2013 - 10%, 2012 - 8% and YTD Sept 2014 - 7.2%.
2. Interest rate: 90-day T-bill yield at 7.47%. This is marginally lower than the 7.53% recorded at the end of 2013. Main factor is increased confidence arising from successful raising of US\$800Mn on the international capital market
3. Stock Market: YTD decline in All Ja. Composite Index of 2.89%.



4. Both the Main JSE Index and the Junior Market Index recorded negative YTD growth of 10.40% and 13.73% respectively
5. Exchange Rate: YTD depreciation of 5.91%. Improvement in the Net International Reserve (NIR) reduced the pace of depreciation.
6. Net International Reserve increased from US\$1.05Bn at the end of Dec 2013 to US\$2.2Bn as at the end of Sept 2014. This resulted primarily from the raising of the US\$800Mn on the international capital markets.
7. GOJ entered a 4-year Extended Fund Facility with the International Monetary Fund (IMF) with a value totalling US\$932 million on May 1st 2013. This had become necessary as for most of the past three decades, Jamaica suffered from very low growth, high public debt, and serious social challenges. The Agreement outlines several targets and benchmarks including the reduction of the debt to GDP ratio. Jamaica has been successful in passing 5 consecutive IMF tests.
8. In the first half of 2013, the economy contracted by 0.70% reflecting unfavourable weather conditions arising from spill over from Hurricane Sandy and drought conditions. As business confidence grew, the latter half of the year saw an upturn in the economy (GDP growth of 1.10%).
9. Overall, the economy grew by 0.20% in 2013 relative to 2012. 2014 Update: The economy experienced growth in the first 2 quarters but contracted in the Sept quarter.
10. NDX: Debt burden had become unsustainable so Government of Jamaica initiated a voluntary swap of current GOJ securities for longer term maturities and lower coupon rates in February 2013. This was limited to locally issued GOJ securities (global bonds were not affected).

The consolidated audited accounts for the SAI Group for the period ended December 2013 were presented. The presentation included data on key economic indicators for the years 2012, 2013 and year-to-date 2014. Mrs. McGibbon-White then presented the Group's Income and Expenditure statements as well as Balance Sheet.

Following the presentation, the audited accounts as at December 31, 2013 were adopted on a motion moved by Mr. Michael Bernard, seconded by Mr. Andre Rochester and carried.

Unaudited financial statements for the period January – September 2014

Mrs. McGibbon-White also guided members through the unaudited financial statements up to the end of the third quarter of 2014.

2. Advantum (Port Computer Services)

Audited financial statements to year ended December 31, 2013

Mrs. McGibbon-White presented the audited accounts for

Advantum for the year ended December 31, 2013.

Mr. Andre Rochester asked Mrs. McGibbon-White to elaborate on the 23% increase in staff costs. She responded that the main contributors to the increase were several vacancies which were filled as well as the general staff increase at the beginning of the year. The General Manager added that part of the thrust of Advantum was to expand its business and the markets it served in. He noted that the type of work that Advantum does is people centered and indicated that further increases will be seen in staff costs as the company invests for the future. Mr. Erol Smith of Shipping Services Limited enquired about Advantum's performance in terms of sales. Mrs. McGibbon-White responded that the company's sales had been increasing over the years. Mr. Michael Bernard explained that some of Advantum's businesses were a work in progress and would not be reflected in the income statement presented. Mrs. McGibbon-White indicated that Advantum's main area is application development which involved working with the User over time. She advised that the income would not be brought to the books until the project was at a certain stage. Discussions then ensued on the intricacies of Advantum's operations.

There being no questions, the accounts were approved on a motion moved by Mr. Michael Bernard, seconded by Mr. Roger Hinds and carried.

3. SAI Property Limited (SAJPL)

Audited financial statements to year ended December 31, 2013

The Deputy General Manager, Mrs. Andrea McGibbon-White guided members through the audited accounts for SAJPL for the year ended December 2013.

There being no questions, the accounts were approved on a motion moved by Mr. William Brown, seconded by Mr. Joseph Lowe and carried. Mr. Michael Bernard commended Mrs. McGibbon-White for the presentation of the comprehensive financial reports.

Election of Officers

The General Manager reminded attendees that Clause 4 of the Constitution of the Shipping Association of Jamaica requires that a Managing Committee be appointed to conduct the business of the Association and Clause 5 suggested how the appointed members may be chosen. He then announced that it was time for the election of a President, a Vice-President and the other members of the Managing Committee. The General Manager mentioned that only ordinary member companies of the Association were eligible for voting; he reminded all present that the companies must be fully paid up.

The Board Secretary, Mrs. Dionne Mason-Gordon did the roll-



call after which Mr. Andre Rochester moved for the Managing Committee to be reinstated en block. The motion was seconded by Mr. Mark Williams and there were no objections to the motion. The motion was carried and the Managing Committee was reinstated. The Vice-President then thanked Members on behalf of the President and the entire Managing Committee for the confidence reposed in them to continue for an additional year.

Appointment of Auditors

The firm PriceWaterhouseCoopers, having indicated willingness to continue as auditors for the Association was re-appointed for 2015 on a motion by Mr. Michael Bernard which was seconded by Mr. William Brown.

Any Other Business

Passing of Francis 'Paco' Kennedy

Mr. Roger Hinds noted the passing of SAI's former President, Mr. Francis "Paco" Kennedy. He highlighted Mr. Kennedy had served the SAI for a number of years and contributed significantly to nation building.

Passing of Steve Lannaman

Vice-President Lyn Fatt noted the passing of Steve Lannaman of Lasocean Agencies, and highlighted his many contributions to the Shipping Industry over the years.

Update on Mr. Harry Maragh

Mr. William Brown advised that Mr. Maragh had been out of hospital and was at home in Miami resting. He indicated that Mr. Maragh was doing much better and should be back in Jamaica in January. Mr. Brown expressed thanks on behalf of Mr. Maragh for the tremendous support given during his illness.

Traffic Changes in Newport West – KWL's Expansion Project

Ms. Blossom Deidrich of the Lannaman and Morris Group advised that traffic had increased on Newport Boulevard because of the road closure at Kingston Wharves. She indicated that because only a section of Newport Boulevard was paved and the section leading to the police station was in a deplorable condition, motorists have opted to turn in the vicinity of Lannaman & Morris. She said they have had to change up their parking arrangements because of the congestion and safety concerns. Ms. Deidrich enquired whether the powers that be could look into paving the other section of Newport Boulevard as well.

Vice-President Lyn Fatt indicated that Kingston Wharves would best address the issue and invited its Chief Operating Officer Mr. Mark Williams to comment. Mr. Mark Williams

responded that beautifying the community would take a collective effort. He said KWL has spent \$10M to refurbish a section of the road. He said KWL understands the inconvenience and indicated that the company has had several conversations with the relevant authorities (NWA, KSAC) to see how they could better lay out the road network. Mr. Williams indicated that KWL would like for the SAI to assist in spearheading the conversations so that the issue can be approached from a community standpoint. Discussions then ensued on the matter and Vice-President Lyn Fatt stated that KWL and all involved should come together and make their recommendations in order to move forward. Mr. William Brown recommended that all stakeholders should meet and formulate a process and then engage the authorities in order to arrive at a conclusion that would best suit the industry and not just one or two individuals. The General Manager agreed and added that the SAI had also been engaging the NWA. He said the SAI had brought the operative person into Newport West for a tour and all the options were suggested and nothing was done. He said it was important for members to come together and agree on one position.

Bus Service for Newport West

Mr. Erol Smith enquired whether there were any further developments on the proposed bus service to transport employees within Newport West. The General Manager said he did not think that would still happen as there were no through-roads on a number of the streets and one of the main concerns for the JUTC was the congestion within the community.

Fencing of Newport West

Mr. Joseph Lowe enquired about the fencing of Newport West and asked whether it was still possible. The General Manager responded that the SAI is limited in what it can do without the financial support of its members. He stated that the fencing could be done once the community was onboard. Discussions then ensued.

75th Anniversary AGM Booklet

Past President Roger Hinds commended the team responsible for putting together the 75th Anniversary AGM Booklet.

Adjournment

Vice-President Lyn Fatt thanked members for attending the meeting and asked whether there was any other matter to be raised for discussions. There being none, the meeting was adjourned at 11:20 a.m. on a motion moved by Mr. Michael Bernard and seconded by Mr. Andre Rochester.

MANAGING COMMITTEE PROFILES



Kim Clarke, President – SAJ

Kim Clarke was elected President of the Shipping Association of Jamaica (SAJ) in 2012. Prior to becoming President, he served the SAJ in capacity of Vice President from 2009 – 2012. Mr. Clarke is a second generation family member to enter the shipping industry. His father Hylton Clarke was part-owner of the Maritime Transport Group of Companies. In 2002, Kim became a member of the SAJ's Managing Committee making him and his father the first father son team to sit on the Committee simultaneously.

Mr. Clarke's work experience in the shipping industry began in 1990 at Kirk Line Inc. in Miami where he was a Documentation Clerk. He quickly moved up the ranks a year later to Documentation Manager. Returning to Jamaica in 1991, he became Director of Maritime and Transport Group of Companies. He now serves as Managing Director of Maritime and Transport Group of Companies. The Group consists of Maritime and Transport Services Limited., Maritime Towing Company Limited., Maritime General Insurance Brokers Limited., A. E. Parnell and company Limited, Parnell Investment Limited and Seaport Equipment Limited. He is also a director of Kingston Wharves Limited and Newport Fersan Jamaica Limited. He is Managing Director of Boat Services Ltd.

Mr. Clarke is a graduate of the University of Miami.



Denise Lyn Fatt – Vice President

Denise Lyn Fatt is the first female Vice President of the Shipping Association of Jamaica. Before being elected to the role of VP, she served as chairman of the Agents' Committee of the SAJ and has been a member of the SAJ's Managing Committee since 2009. She has been an active member of the SAJ's Agents' Committee since 1976.

Mrs. Lyn Fatt is the Managing Director of Freight Handlers Limited, a company she started with her husband in 1988. Prior to starting her own company, she served at a management level in shipping and other sectors: Managing Director for Ocean Air International Limited; Senior Supply Assistant for the United Nations Children's Fund; and Traffic Manager for InterFreight Agencies Limited.

She serves the shipping industry as a member of the board of the Caribbean Maritime Institute. Mrs. Lyn Fatt is an Ex-Officio President of the St. Hugh's High School Past Students Association. She is a graduate of the University of the West Indies with a Bachelor of Arts in Politics and History and a graduate of the Norwegian Shipping Academy with a Post Graduate Diploma in Professional Shipping.



Roger Hinds – Immediate Past President

Roger Hinds is the immediate past president of the Shipping Association of Jamaica (SAJ). He served as president of the SAJ from 2009 to 2012. Prior to becoming president, he served the SAJ as a member of its Managing Committee and as Vice President from 2006 to 2008.

A native of Barbados, Hinds has been working in Jamaica's maritime sector since 1982. He is the Chairman and Chief Executive Officer of Transocean Shipping Limited and the Founder and Chairman of Transport Logistics Limited and Marine Haulage Service Limited.

He serves on the Board of Directors of, and is Company Secretary for, the Kingston Wharves Group. He is the Chairman of Advantum, and serves on the board of Assessment Recoveries Limited.



Michael George Bernard - Past President

Michael George Bernard was president of the SAI from 2006 – 2008. He has been a member of the Managing Committee since 1995. Mr. Bernard served the Association as Vice President from 2003 to 2005 with responsibility for industrial relations.

He served on several boards within the shipping industry including, Jamaica Freight & Shipping Co. Ltd, National Quarantine Commission (Deputy Chairman 2013), and the Caribbean Maritime Institute. He is a member of the Port Awards Committee of the Caribbean Shipping Association. Mr. Bernard also serves as a Director of Advantum, Kingston Port Workers Pension Trustee, and is a 1st Vice President of the Jamaica Employers Federation.

In June 2005 he was inducted as a Gold Member of the International Association of Business Leaders. He is a past president of the Rotary Club of Liguanea Plains.

Mr. Bernard was educated at Kingston College and the University of the West Indies.



Harriat Maragh – Past President

A past president of the SAI, Harriat Maragh is the Chairman and CEO of Lannaman and Morris Shipping Limited.

Mr. Maragh is also the Chairman of Seafreight Jamaica Limited, Seafreight Lines Inc Miami, Kingston Port Workers Superannuation Fund and Metro Investments Limited.

He serves as a Director on several boards including Kingston Wharves Limited, the Shipping Association of Jamaica's Property Company; Assessment Recoveries Limited and the National Cruise Council of Jamaica.

He is a graduate of Calabar High School and Humber College in Toronto, Canada.



Grantley Stephenson, C.D., J.P. – Past President

A past president of the SAI and a member of the Managing Committee since 1990, Grantley Stephenson is the Chief Executive Officer of Kingston Wharves Limited. He is also the Immediate Past President of the Caribbean Shipping Association.

Mr. Stephenson has over 30 years' experience in the shipping industry, having worked in areas of Ship Owning and Operations, Ship Management and Ship Agency representation in Mexico, the U.K. and Jamaica.

He has served as Honorary Consul General of the Kingdom of Norway since 1998 and in January 2013 was awarded with the Royal Norwegian Order of Merit, the highest honour that can be bestowed on a Non-Norwegian national.

Mr. Stephenson served as Dean of the Consular Corps of Jamaica in 2007 and is again serving as Dean since January 2012. He was conferred with the National Award of the Order of Distinction, Commander Class in 2007.

Mr. Stephenson holds directorship in the following companies: Kingston Wharves Limited, Security Administrators Limited, Harbour Cold Stores Limited, Shipping Association of Jamaica Property Limited, ADVANTUM, Ports Management & Security Limited and Assessment Recoveries Limited.

He was educated in Jamaica at the College of Arts, Science and Technology (now UTECH), the University of the West Indies, and the University of Plymouth in the United Kingdom. He holds a Master of Business Administration degree (MBA) from the University of the West Indies and is a Fellow of the Jamaica Institute of Management.



Corah Ann Robertson-Sylvester

Mrs. Robertson-Sylvester is the Chief Executive Officer of Seaboard Freight & Shipping Ltd. Jamaica, a subsidiary of Seaboard Marine Ltd, Miami. In 2003 she became the first female President of The Caribbean Shipping Association which was established in 1971 to facilitate the development of an efficient, viable Caribbean shipping industry.

She has been a member of the Managing Committee of the Association since 2005 and is a Director of Jamaica Freight and Shipping Limited.

Successfully climbing the ranks in the shipping industry she started as a Line Manager, then moving on to Sales and Marketing Manager at Kirk Line and then Project Manager for Coastal Shipping/Interseas. She was Director of Sales and Marketing at Jamaica Freight and Shipping where she managed sales and advertising for the lines represented which included Seaboard Marine, Jamaica Producers Shipping Company, Kent Line and Ivaran Shipping and Mitsui.

A past student of Campion College and the University of the West Indies, she furthered her education at the Norwegian Shipping Academy and the UNCTAD – Trainmar Instructor's Workshop.



Captain Diedrich Suendermann

Captain Diedrich Suendermann is the Managing Director of Carib Star Shipping Limited, agents for Zim Integrated Shipping Line.

A native of Germany, Captain Suendermann travelled the world on container vessels for 23 years. During his last seven years at sea, he served as a Master/Captain.

He has held several management roles in the shipping industry having served as Operations Manager and later Director of Regional Operations for CMA CGM (Caribbean), Operations Manager at the Long Beach Container Terminal and Port Captain and Assistant General Manager, U.S West Coast Operations for DSR-Senator Lines.

He is a graduate of the "Hochschule fuer Nautik" (maritime Academy) in Bremen, Germany.



William A. Brown

William A. Brown is the Managing Director for the Lannaman & Morris (Shipping) Group of Companies. He was recently elected as Group 'A' Representative of the Caribbean Shipping Association.

He is a Public Practising Accountant and a fellow of the Association of Chartered Accountants (ACCA) and the Institute of Chartered Accountants of Jamaica (ICAJ). He is also a Certified International Trade Professional under the World Trade Organisation (WTO) International Trade Tribunal.

Mr. Brown serves the industry as a Director of Assessment Recoveries Limited and is as a Trustee of Metro Investment Pension Plan. He also serves as Honorary Secretary of the Jamaica Golf Association.

He is a graduate of the University of the West Indies, Mona, and the University of Michigan, Ross School of Business Executive Program.



Andre Rochester

Andre Rochester is the Freight Manager at Maritime and Transport Services Limited and the newest member of the SAI'S Managing Committee.

He started his career in shipping in 1982 at Terminal Services Limited, a division of Grace Kennedy, where he handled the company's fleet of trucks and its cadre of stevedores on the terminal. After briefly leaving the sector for a stint in Real Estate and Insurance, Mr. Rochester officially signalled his return to the shipping industry by opting to take up a position at Maersk Jamaica in 1993.

He then served in a managerial capacity at Transocean before moving on to Maritime and Transport Services, where he operated in various capacities, ultimately ascending to the position he holds today. Mr. Rochester is also the Deputy Chairman of the SAI's Agents Committee and a trustee of the Maritime Group Pension Fund.



Charles Johnston, C.D. - Honorary Member

Charles Johnston is the Executive Chairman of Jamaica Fruit & Shipping Company and its subsidiaries. He has been in the shipping and produce-export business since 1964 and has been a member of the Managing Committee of the SAJ with few interruptions since 1976.

Mr. Johnston is the Chairman of Jamaica Producers Group Ltd., Seaboard Freight & Shipping Company Ltd. and T.S. Crane Services Ltd., and is the Deputy Chairman of Scotia Group Jamaica Ltd. He also serves as a director on other boards including: the Kingston Port Workers Superannuation Fund, The Jamaica Public Service Company Ltd. and Kingston Wharves Ltd.

Mr. Johnston is a 2006 recipient of the National Award of the Order of Distinction, Commander Class and was inducted into the Hall of Fame of the Private Sector Organisation of Jamaica in 2008. He is a member of the Kings House Foundation and the Spanish Jamaica Foundation. Mr. Johnston is a past student of Jamaica College and holds a Bachelor of Science Degree in economics from the University of Pennsylvania, Wharton School of Finance and Commerce.



Trevor Riley J.P. – Group CEO

Trevor Riley performs the role of chief executive officer of the SAJ, its subsidiaries and related companies. He leads a team of over 650 persons providing a range of services, including the supply of labour, security and Information Technology services to the Port of Kingston.

Prior to his return to the SAJ, Mr. Riley worked in the banking and tourism sectors in several managerial positions including: Managing Director for the Jamaica Observer; General Manager, Marketing for the Caribbean for Air Jamaica Limited; Deputy Director Tourism, Local Communication and Marketing for the Jamaica Tourist Board; General Manager UK Operations, Workers and Capital Finance Limited (UK); and General Manager, UK Operations Victoria Mutual Finance Limited (UK).

Mr. Riley serves as Company Secretary for Advantum, formerly Port Computer Services Limited and also for Assessment Recoveries Limited (ARL). He is a Trustee of the Kingston Portworkers Superannuation Fund, the SAJ Staff Pension Fund and the Caribstar and Associates Pension Fund. He also formerly served as a director of the Caribbean Maritime Institute, Marine and Allied Industries Cooperative Credit Union and the Jamaica Quarantine Commission.

Mr. Riley gives public service as deputy chairman of the Tourism Enhancement Fund, a director of Nutrition Products Limited and Chairman of the Board of Governors of Tavares Gardens Primary School.

A Justice of the Peace for the Parish of Kingston, he is also a past student of Kingston College, and graduate of the University of the West Indies and Kingston University in Britain. He holds a Master of Business Administration degree (Kingston, UK), the Diploma in Mass Communications, (UWI) and the Diploma in Journalism from the International Institute for Journalism, (IIJ) Berlin, Germany and is a Member of the Chartered Institute of Marketing (MCIM), United Kingdom. He has also completed the Harvard University Programme on Negotiation. He is a past president of the Rotary Club of Liguanea Plains.



PRESIDENT'S REPORT

I am deeply moved and thankful for the confidence you have shown in electing me to serve our Association in the capacity of President for this past year. I have shouldered this task proudly, with my sights set on being a good custodian of our legacy in order to ensure the Shipping Association of Jamaica continues to be a strong, vibrant industry leader.

Since our inception, the SAJ has faced great challenges and survived, due in great measure to the efforts and commitment of our dedicated membership, who continue to demonstrate your belief in our role as leaders in the local maritime industry. I wish to place on record my gratitude for this demonstrated confidence as our team relentlessly seeks to build on our legacy as an anchor and architect of growth of the sector.

In the year just ended, we continued to respond to the needs of our stakeholders and to invest in enhancing our service offerings to ensure our sustainability, withstand global shifts and deliver credible performance while charting a steady course for future profitability.

Economist Ted Levett said once that “Just as energy is the basis of life itself and ideas the source of innovation, so is innovation the vital spark of all human change, improvement and progress.”

Innovation is a catalyst of change, improvement and progress and over the course of our over 76 years of history, we as members of the SAJ know what it is like to blaze trails as innovators and change leaders in spite of the odds. This was again demonstrated in the past year as our team at the SAJ

continued to demonstrate our agility in re-engineering our policies and processes, not just to navigate the adversities, but to seek out emerging opportunities.

News early this year that the Port Authority of Jamaica (PAJ) had inked a US\$510-million deal with French-owned company CMA Terminals for the privatisation of the Kingston Container Terminal (KCT) signalled the dawn of a new era in the evolution of the Port of Kingston. The 30-year concession agreement paved the way for the dredging and expansion of KCT in two phases to accommodate the mega ships expected to arrive the post-Panamax era.

Indeed, Jamaica's maritime sector continues to build out its port and logistics operations to meet the challenge posed by increased competition from regional ports and to position itself as a viable, sustainable trans-shipment alternative to ports that are geographically closer to the Panama Canal, such as Cartagena.

There are enormous prospects arising from changes in international production and trade and the expansion of the Canal. As a logistics hub that is supported by Special Economic Zones (SEZ) in the middle of these trade routes, Jamaica can enhance synergies of sea-air connectivity and provide opportunities for value-added industries.

With these endowments, among other unique characteristics, Jamaica is well poised to become the financial and business logistical support centre of the Caribbean. Recognising and anticipating the potential for expansion and growth, the SAJ has continued to re-position itself to take advantage of the



opportunities in this new global era. Beyond the provision of labour, we seek to support the industry with programmes and solutions that are relevant to its changing nature as we look forward to the solidification and ratification of ideas which we have promulgated for over 15 years.

With respect to the automation of the supply chain, we are of the view that an improvement in our profile as a centre of logistics cannot succeed with the largely manual or unconnected electronic systems which now operate in the industry. Hence, SAI continued to support the implementation of a Port Community System in 2015. The work is far advanced, and we expect an announcement to be made shortly on a successful bidder for the development of the system.

Similarly, we have continued our re-focus of our subsidiary, ADVANTUM, with the view to expanding its reach beyond the

shipping industry and beyond the borders of Jamaica. This is a work in progress, but already we are seeing the fruits of this decision as ADVANTUM now has customers in three overseas territories and continues to add regional clients.

This year we also passed special resolutions widening the SAI's membership and allowing for the addition of seven (7) new members. One amendment removed nationality requirements for ordinary membership in the Association. This allowed several current associate members to be eligible to be accorded ordinary membership, which carries voting privileges as well as the capacity for election to serve on the Association's Managing Committee.

As a result we were pleased to welcome our new SAI Ordinary Members:

1. Kingston Freeport Terminal Ltd. (Approved for Ordinary membership as at October 1, 2015)
2. Mediterranean Shipping Company (MSC) Jamaica Ltd.



[President's report cont'd.]

- (Approved for Ordinary membership as at October 1, 2015)
3. CMA-CGM Jamaica Ltd. (Approved for Ordinary membership as at October 1, 2015)
4. Seaboard Jamaica (Approved for Ordinary membership as at November 1, 2015)
5. Port Handlers Ltd. (Approved for Ordinary membership as at November 1, 2015)
6. Cargo Handlers Ltd. (Approved for Ordinary membership as at November 1, 2015)

We also welcomed our new SAI Associate Member Ethelbert Brown & Associates Limited (Approved for Ordinary membership October 1, 2015)

As an association, our primary challenge has continued to be the relevance that we bring to this industry as providers of an efficient, motivated and well-trained workforce. We seek to ensure that relevance by not being afraid to challenge ourselves every single day and to question our methods with



the view to continuous improvement in our people and our systems.

We continue to provide multifaceted, relevant training programmes for our Port workers and staff at the Secretariat to ensure we are able to offer a high standard of service to those we serve. Continuous training of our stevedores is essential to the labour support we provide to the terminals and we remain committed to maintaining world class

standards. We will continue to support our partners Kingston Wharves Limited (KWL) and Kingston Freeport Terminal Ltd (KFTL) in this area.

Customs Act Lobby

Competing regional economies have sought to bolster their global trade positions by introducing modern and progressive Customs legislation. We felt the need to advance local legislation with the same intensity and creativity given the

[President's report cont'd.]

need to have a solid legal basis for pending investment, promotion and infrastructural development of Jamaica's logistics thrust.

As such, the SAI led intense lobbying efforts this year to ensure that amendments to the Customs Act were structured in a manner that engenders increased efficiency and sustainability of the sector. We expended significant time, energy and resources in providing well-researched opinions that support the provision of a framework to modernise the way goods move through our ports and enhance trade across our borders.

The SAI appeared before a Joint Select Committee of Parliament along with representatives of other private sector bodies, such as the Jamaica Exporters Association and the Jamaica Manufacturers Association to have our concerns

and recommendations heard and incorporated into the revisions. The Joint Select Committee found the arguments delivered by the SAI very persuasive and instructions were given by the Chairman, the Hon. Peter Phillips, that the Bill should be amended to take into consideration some of the recommendations and that efforts should be made to incorporate those changes in the current Bill rather than await a future phase. We wait to see if this materialises into amendments that are beneficial to our sector and the wider interest of Jamaica.



The SAI team presents recommendations on Amendments to the Customs Act to a joint select committee of Parliament.

Public Sector Partnership

In 2015, we partnered with the Citizen Security and Justice Programme and the Ministry of National Security to deliver training programmes which are not only aligned with the requirements of our industry, but also support the creation of employment, help to reduce crime and violence, and enhance Jamaica's social and economic development.



[President's report cont'd.]



l-r: Labour planning and deployment manager at the Shipping Association of Jamaica (SAJ) Terrence Brooks (left) looks on as Kim Clarke, SAJ president and National Security Minister Peter Bunting sign a Memorandum of Understanding for a stevedore-training partnership programme.

In 2009, SAJ attained the Accredited Training Organisation designation from the HEART/NCTVET and now issues certification in Level 1 Stevedoring. This competency-based certification has raised the bar of the service that our workers provide to the Port of Kingston. It was therefore a simple decision to extend our skills training programme to include the young men who are in the CSJP's intervention programmes. Under this agreement, SAJ will be responsible for the overall delivery of the training programme by providing a minimum of six (6) months apprenticeship training which is renewable up to three years; based on the performance of the trainees.

This year, we also took advantage of an opportunity provided by the International Maritime Organisation (IMO) and the Port of Le Havre, France, to expose a member of our Recruiting Staff to advanced training in port management. The course was delivered in France and the team member also got exposure to shipping related operations elsewhere in Europe courtesy of the IMO.

Workplace wellness

Workplace wellness has the potential to reach significant numbers of our adult working population through influencing lifestyle change at multiple levels, directly, such as through education, increasing the availability of healthy foods, and

the opportunities for physical activity – or indirectly, through social support and social norms and promoting healthy behaviours.

We are proud to say that we have a robust wellness programme for our staff here at the SAJ that is reaping benefits such as the staging of our first wellness exposition in May. The expo offered patrons across the industry free and heavily discounted spa, beauty, detox, diet, and weight-loss services, as well as health checks, vision screening, dental and financial wellness options. The feedback was very positive and persons are already enquiring about the next staging.



Managing Committee members Harry Maragh, Corah Ann Robertson-Sylvester and Grantley Stephenson pose for a quick photo after a robust meeting of the committee.



L-r: Managing Committee members William Brown and Roger Hinds pay attention to the benefits derived from alkaline water at a booth during SAI's Wellness Expo.



SAJ HRD's Shauna Reid prepares a 'pizza' at another booth at the Wellness Expo under the tutelage of a raw foods chef. Dean McDonald of Fiducia Benefits & Wealth Management watches attentively.

In continuation of this thrust to engender physical wellbeing among staff and industry stakeholders, while providing an opportunity to provide charitable support to the needy within the communities we serve, the second staging of the Shipping Industry 5K Road Race was held on June 27 within our port community, with great success. Thanks to our Members who supported in sponsoring cash, kind and/or participation.

Corporate Social Responsibility

SAJs outreach activities continued with staff and administration – driven initiatives directed at supporting our adopted schools and the elderly in communities in proximity to Newport West. The Feed the Needy Programme, the support of the Marcus Garvey School feeding programme, the health clinics provided free of cost to the elderly, indigent and retired stevedores are a source of motivation and inspiration across the industry.



Camille Spence, SAI accounting officer-Cess receivables/librarian, presents a gift to this young graduate of Marcus Garvey Basic, the Association's adopted school.



[President's report cont'd.]



Immediate Past President of the Caribbean Shipping Association and SAI MC member, Grantley Stephenson speaks at the opening of the association's 45th AGM, Conference & Exhibition in Cartagena, Colombia.

Regional Cooperation

The SAI continues its dynamic relationship with the CSA, firstly through the leadership of its General Council by members of our Managing Committee; secondly by a vibrant presence in its fora and conferences and thirdly by providing several services in its secretariat. The CSA continues, as a result, to show relevance to the needs of maritime executives across the region and to act as a source of integration and collaboration among them. We are proud of the growth of this organization with our support and involvement and will play our part in its continued development.

Loss of industrial relations stalwarts

The Shipping Industry in particular and Jamaica in general lost three trade union stalwarts within weeks of each other in September:

- Mr. Hopeton Caven, of the Trade Union Congress, the longest serving member of the JIC
- Mr. Roosevelt Walker, of the United Portworkers and Seamen Union, who was a signatory to the historical four-year agreement signed in 2012; and
- Mr. Clive Dobson, President Emeritus of the National Workers Union.

The deaths of these three gentlemen elicited an outpouring of condolences from the SAI's membership, particularly from those who worked with them over the decades to improve labour conditions on the port through the Joint Industrial Council.

In closing

It has been a challenging year for Jamaica, many of our members, our people and consequently our association. In the end, however, we are most grateful for and pleased that we have weathered these challenges and emerged with tangible progress. Thanks to ALL for your contributions. Within the pages of this annual report you will find details of the activities of the various departments of the SAI

for the reporting period. I trust that the information will ably demonstrate how the SAI continues to serve you, our members.

I wish to place on record my thanks to the General Manager and his team across the various companies within the Group for their dedication to duty and their service to our members and clients; and their support of my work as President.

At the core of SAI's focus for the new financial year is a desire to sustain our performance for the long haul for the benefit of all our stakeholders – members, employees, private and public sector partners and the shipping industry on the whole. No challenge faced is insurmountable and invariably each challenge provides an opportunity for us to innovate to create greater value. With this aspiration firmly within our grasp, we look forward to another successful year of service to the sector we all depend on.

Sincerely,
Kim Clarke
President – Shipping Association of Jamaica



FINANCE AND ORGANISATIONAL PERFORMANCE: **SHAPING THE FUTURE**

The role of a value creating finance function in supporting any organisation is key. As the shipping industry diversifies and expands to meet the demands of a modern global maritime network, the need to understand how financial services are expected to be delivered in future, and how finance professionals can facilitate management support of stakeholders and thus better meet organisational goals, has led the SAI Finance team to pursue heightened operational and service delivery.

Overview

The mission of the Finance Department is to accurately record and report the financial position of the Association, its departments, and related or associated companies. Within the scope of this mission is the responsibility to coordinate and direct all financial transactions recorded in the accounting system of the Association. In order to execute this responsibility, we are required to be service oriented and sensitive to the financial needs of all departments and all contracted companies while still ensuring that all transactions adhere to the Association's policies and procedures and generally accepted accounting principles.

The 2015 financial year was a successful one for the Finance Department as several initiatives were implemented to improve operational efficiency in the Unit. The projects that were implemented included the improved usage of technology to automate several manual processes which significantly reduced the daily man hours dedicated to those tasks. We also introduced applications that will result in the reduction of overtime hours that is spent by the team on a weekly basis to process the port worker payroll. This application will also enable us to report pertinent information that is unavailable in the current system.

We also focused on continuous training of team members during the year and ensured that new additions to the team are sufficiently cross trained on functional areas in order to ensure business continuity. Following the retirement of three members of the team, new members were brought in to ensure that the financial needs of the company are being met and that internal and external customers are being consistently satisfied.

Automation

Several processes were automated to ensure the ease of processing and a reduction in processing cost for the Association. One of these processes is the Port Worker payroll system. We are currently in advanced parallel testing and will transition in the upcoming financial year to a new

and improved payroll application. We also recognized the importance of accurately reflecting the hours worked by the port workers and are currently working on an Electronic Timesheet application that will make the retrieval of timesheet information easier and less susceptible to errors. We are at an advanced stage of testing of this application and intend to 'go live' before the end of this financial year. This application will also interface with the new Advantum Payroll.

The Automated Clearing House application was introduced during the year to reduce the number of cheques that are written and the attendant costs. This application allows the Association to make direct payments to third parties and employees at any local commercial banks. Our stakeholders also welcomed this change as it reduces the time it takes to clear the cheques as well as the costs imposed by the financial institutions for depositing cheques.

Staffing

We welcomed Mr. Raymond Hernandez who joined the team during the year as the Financial Controller. Mr. Hernandez is a Chartered Accountant and will oversee the day to day operations of the Department and provide guidance and leadership to the team. The Department continues to be managed by Mrs. Andrea McGibbon White, Chief Financial Officer and Deputy Group CEO. The team is augmented by fourteen additional persons ranging from Accounting Clerks to an Operations Manager - Finance. The team provides accounting services for the Association as well as other related parties. These include:

- Advantum
- Assessment Recoveries Limited
- Shipping Association of Jamaica Property Limited
- Fiducia Benefits and Wealth Management Limited

Training and Wellness

Continuous professional development is a big part of the accounting profession and as such members of the Department attended several internal and external training sessions in the following areas:



Taxation

- Withholding Tax
- Income Tax
- Company Tax
- General Consumption Tax
- PAYE

International Financial Reporting Standards

The team also participated in several 5K events as part of the Department's thrust to improve the overall health and wellbeing of its members whilst contributing to Association's overall corporate social responsibility initiatives.

Corporate Social Responsibility

The department continues to embody the Association's ideals of giving back to the community. We provided meals for the needy under the 'Feed the Needy' banner. On a monthly basis, the team, accompanied by other members of staff, prepare and distribute meals to needy adults in the downtown business district. The Marcus Garvey Basic School initiative continues to receive major support from the Finance team for the various programmes that it undertakes.

The Year Ahead

We intend to finalize and implement the new Port Worker Payroll system in the next financial year which, along with the Electronic Time Worksheet will reduce the overtime hours of the Association and improve turnaround time for payroll processing. We will also continue to improve the operational efficiency of the Association by further utilizing our technological platform while focusing on continued training and development of our team members.

As the scope of the department increases, the provision of accounting services to all the Association's stakeholders will require the discussion and sign off on agreed service level standards (SLAs). These standards will form the pillars that will support a consistently high level of delivery. These SLAs will also streamline the flow of information to and from third parties into the Association.

HUMAN RESOURCE DEVELOPMENT

The Shipping Association of Jamaica has had a transformational year and the stage is now set for the strengthening of several new partnerships in 2016 which will cement our reputation and relevance in the shipping industry. The Human Resource Development Department (HRD) itself has undergone a period of transition, leading to a more cohesive group, improved service delivery and much optimism for the year ahead.

PEOPLESOFT HRIS

In November 2014 Digicel Business Solutions was engaged to provide the SAI with a Human Resource Management Information System (HRIS). The new system, 'PeopleSoft', which was delivered in the first quarter of 2015, is intended to

streamline and strengthen the provision of HR services across the SAI group as well as facilitate more efficient storage, retrieval and tracking of critical employee data.

As part of the implementation process a joint HRD/ ADVANTUM team worked on data gathering, validation of records and User Acceptance Testing (UAT) with a pilot of thirty (30) strategically selected employees. Records validation for the wider organization has commenced and the system is expected to be fully implemented by the end of 2015.

As part of the change management process, an internal newsletter has been circulated to all PeopleSoft users to communicate its objectives and benefits.



Worker of the 2nd Quarter, Gavonnie Phipps receives his award from SAI Group CEO Trevor Riley.



Andrea McGibbon White, Deputy Group CEO presents a certificate to Dwayne Bell after he successfully completed his Stevedore training programme.



Top lasher Paul Marsh with his trophy for being the Shipping Association of Jamaica's (SAJ) most valued worker for the year 2014.



New SAI-CSJP stevedore trainees at the press briefing to announce the partnership.

SAJ HOME ASSISTANCE INITIATIVE

The SAI partnered with West Indies Home Contractors Limited (WIHCON) during 2015 with the objective of a block of housing units in the Jacaranda Homes development on behalf of staff. A site visit was arranged in an effort to stimulate interest in initiative which saw close to 40 employees and union officers visiting Jacaranda in March. In the process,

10 homes were reserved by the SAI and a special \$300,000 loan facility negotiated with the C&W J Co-operative Credit Union, which eligible staff members could access along with the an additional \$200,000 from the Association's Home Improvement Loan scheme for the purpose of funding deposits.

Purchases have been finalized by three employees thus far and another three persons are at varying stages of completion.



The Jacaranda Homes site visit by SAI staff

SAJ-CSJP APPRENTICESHIP PROGRAMME

The SAI and Citizen Security and Justice Programme (CSJP) signed a Memorandum of Understanding (MOU) to provide training in Stevedoring for 29 at risk youth from several inner city communities. The MOU was signed on September 17, 2015 in a formal ceremony and press briefing with the Hon. Peter Bunting, Minister of National Security at the SAI.

Training for the CSJP Apprentices commenced on September 28th.

Twenty-eight (28) Apprentices were independently recruited and trained in January 2015. With the additional CSJP trainees, the SAI is expected to increase its stevedoring pool by 58 stevedores by the end of the year.



L-r: President of the Shipping Association of Jamaica (SAJ), Kim Clarke, Deputy Group CEO Andrea McGibbon-White, National Security Minister Peter Bunting and SAI Vice President Denise Lyn Fatt at the signing of the SAI-CSJP training MOU.

INDUSTRIAL RELATIONS

Regular meetings of the Joint Industrial Council (JIC) were held on the last Wednesday of each month. The discussions underscored the Council's mandate to deliberate and decide on issues affecting labour and industrial relations harmony on the Port of Kingston. Much of the dialogue during the period under review focused on matters relevant to the industry's growth and direction.

Professor Gordon Shirley, President and CEO of the Port Authority of Jamaica (PAJ) visited the Council in March at a special sitting to provide an update on the Concession agreement for the Kingston Container Terminal.

A decision was taken in the third quarter of the year to invite guest speakers to monthly sittings with a view of stimulating deeper thought and more robust discussions of labour issues among council members.

The first speaker, during the month of September, was Mr. Danny Roberts, Trade Unionist and Head of the Hugh Lawson Shearer Trade Union Education Institute (HLSTUEI). His presentation examined the history of the trade union movement and emerging global trends.

Dennis Chung, CEO at the Private Sector Organization of Jamaica delivered a presentation at October's meeting.



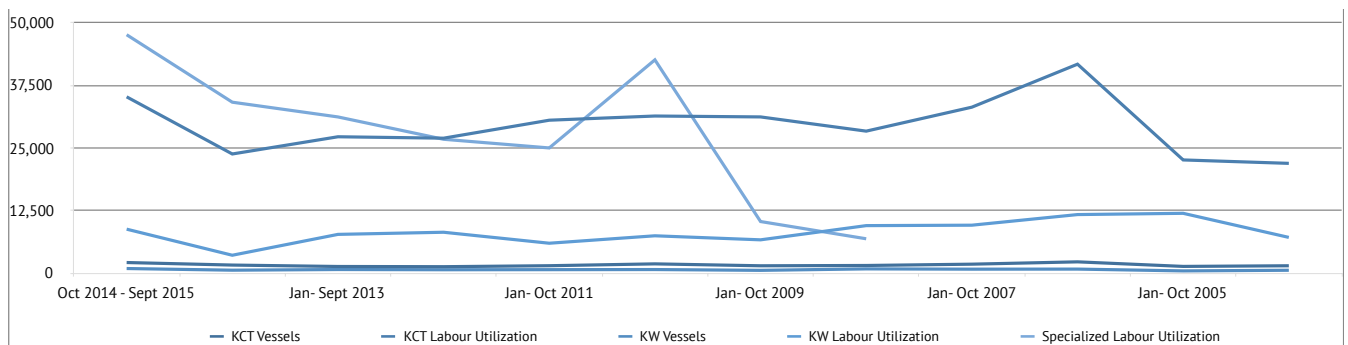
Chairman of the Joint Industrial Council Condell Stephenson greets guest presenter Dennis Chung, Chief Executive Officer of the Private Sector Organisation of Jamaica.



LABOUR SUPPLIED

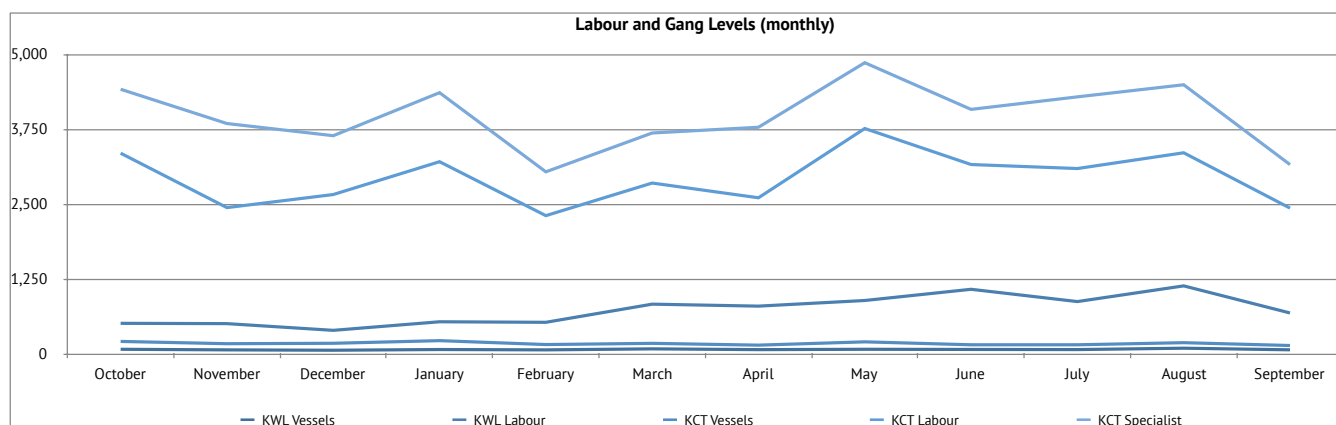
SHIFTS SUPPLIED					
Year To Date	KCT Vessels	KCT Labour Utilization	KW Vessels	KW Labour Utilization	Specialized Labour Utilization
Oct 2014 - Sept 2015	2098	35234	898	8770	47656
Nov 2013 - Sept 2014	1591	23805	564	3554	34163
Jan- Sept 2013	1307	27249	699	7727	31214
Jan- Sept 2012	1265	26965	653	8153	26748
Jan- Oct 2011	1460	30560	671	5957	25014
Jan- Oct 2010	1830	31398	694	7445	42633
Jan- Oct 2009	1447	31217	532	6636	10296
Jan- Oct 2008	1507	28374	826	9478	6848
Jan- Oct 2007	1769	33168	769	9564	
Jan- Oct 2006	2234	41766	785	11688	
Jan- Oct 2005	1322	22614	424	11940	
Jan- Oct 2004	1450	21930	551	7122	

SHIFTS SUPPLIED ANNUALLY 2004 - 2015



MANNING LEVELS

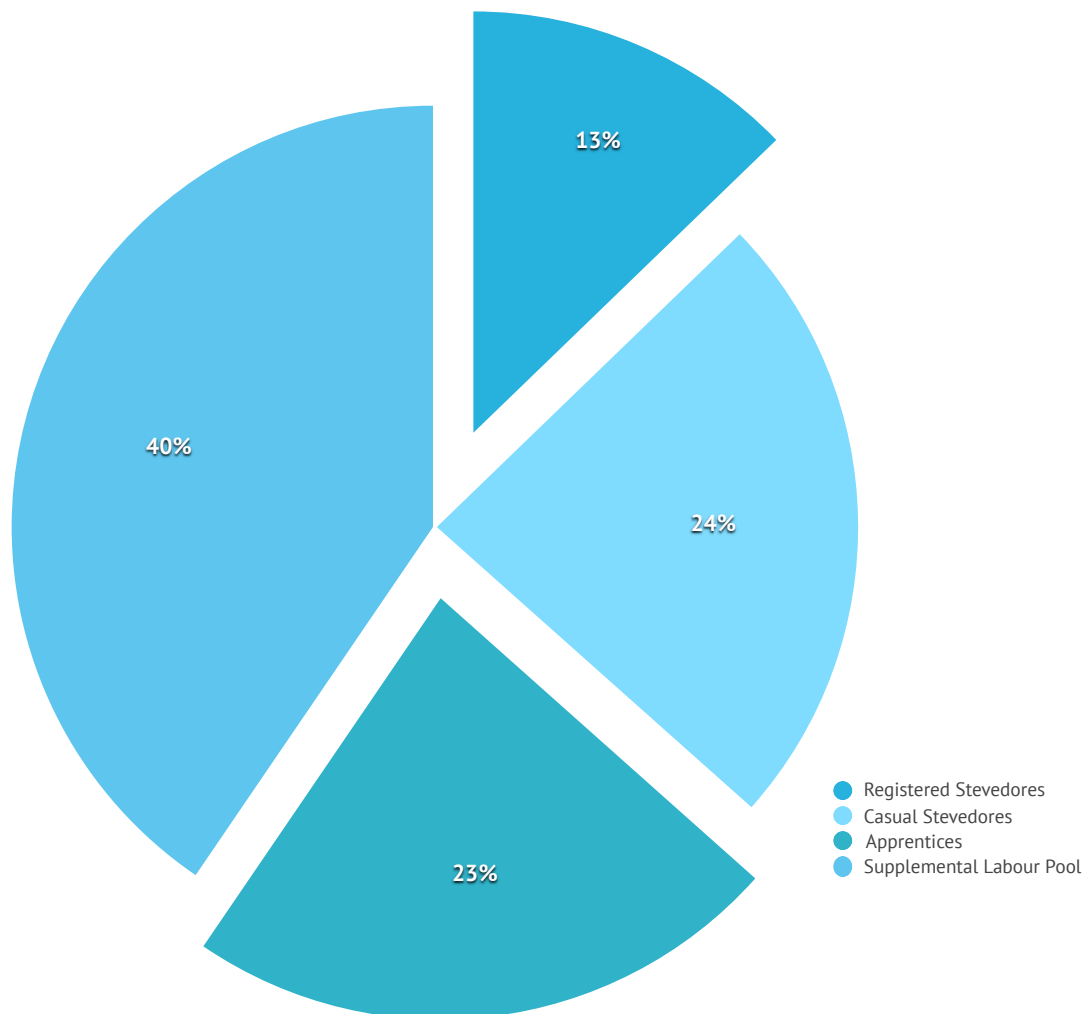
MANNING LEVELS - OCTOBER 2014 - SEPTEMBER 2015					
	KWL	KWL	KCT	KCT	KCT
	Vessels	Labour	Vessels	Labour	Specialist
October	78	511	209	3350	4417
November	68	506	171	2442	3845
December	62	394	178	2660	3642
January	74	537	222	3208	4360
February	68	528	157	2308	3039
March	85	831	177	2852	3687
April	72	798	147	2606	3783
May	78	892	202	3762	4860
June	75	1079	153	3161	4081
July	73	874	153	3094	4290
August	96	1136	188	3357	4492
September	69	684	141	2434	3160
	898	8770	2098	35234	47656





LABOUR STRENGTH

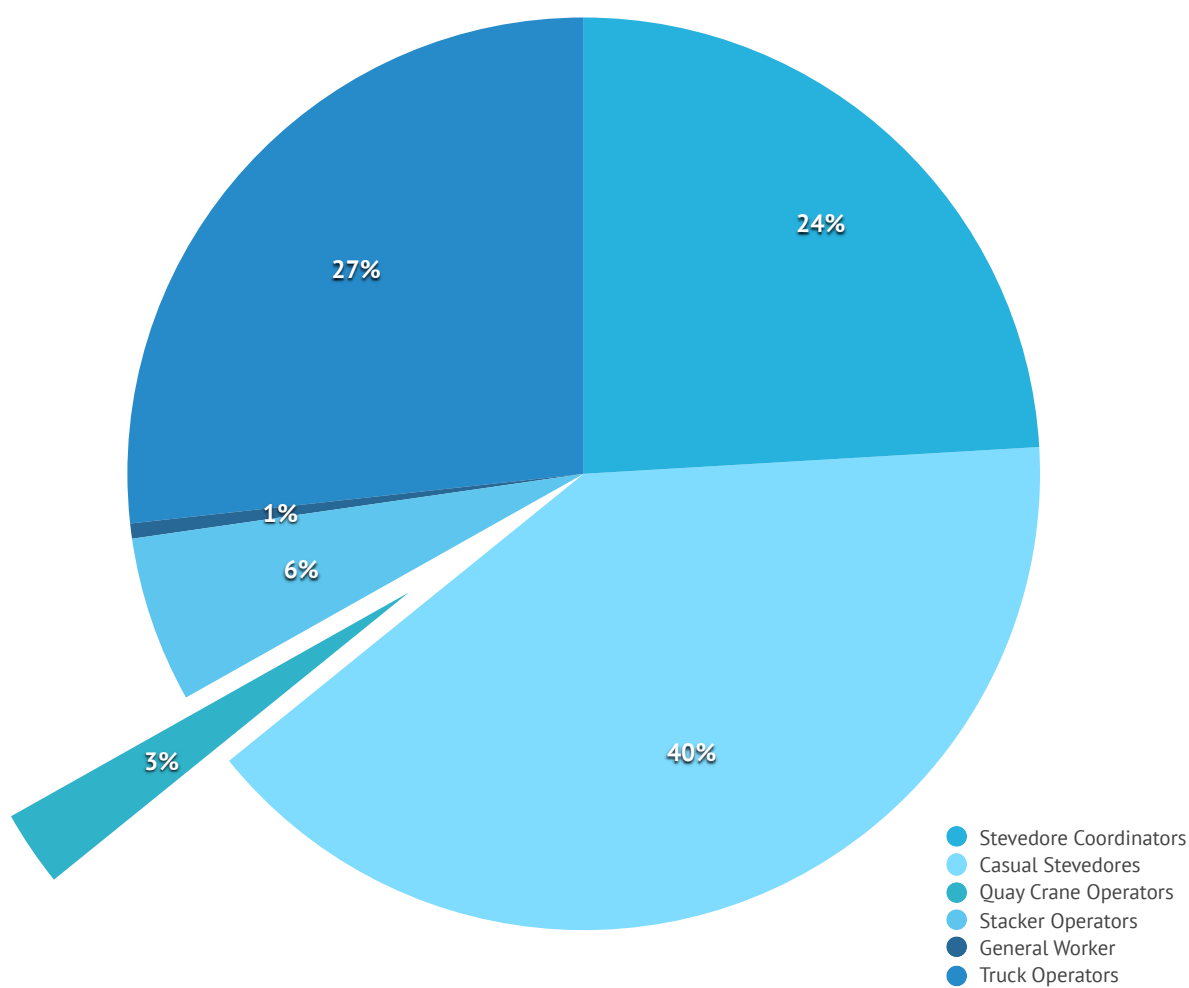
LABOUR STRENGTH AS AT SEPTEMBER 30, 2015	
CATEGORY	TOTAL
Registered Stevedores	59
Casual Stevedores	110
Apprentices	106
Supplemental Labour Pool	187
GRAND TOTAL	462





SPECIALIZED LABOUR STRENGTH

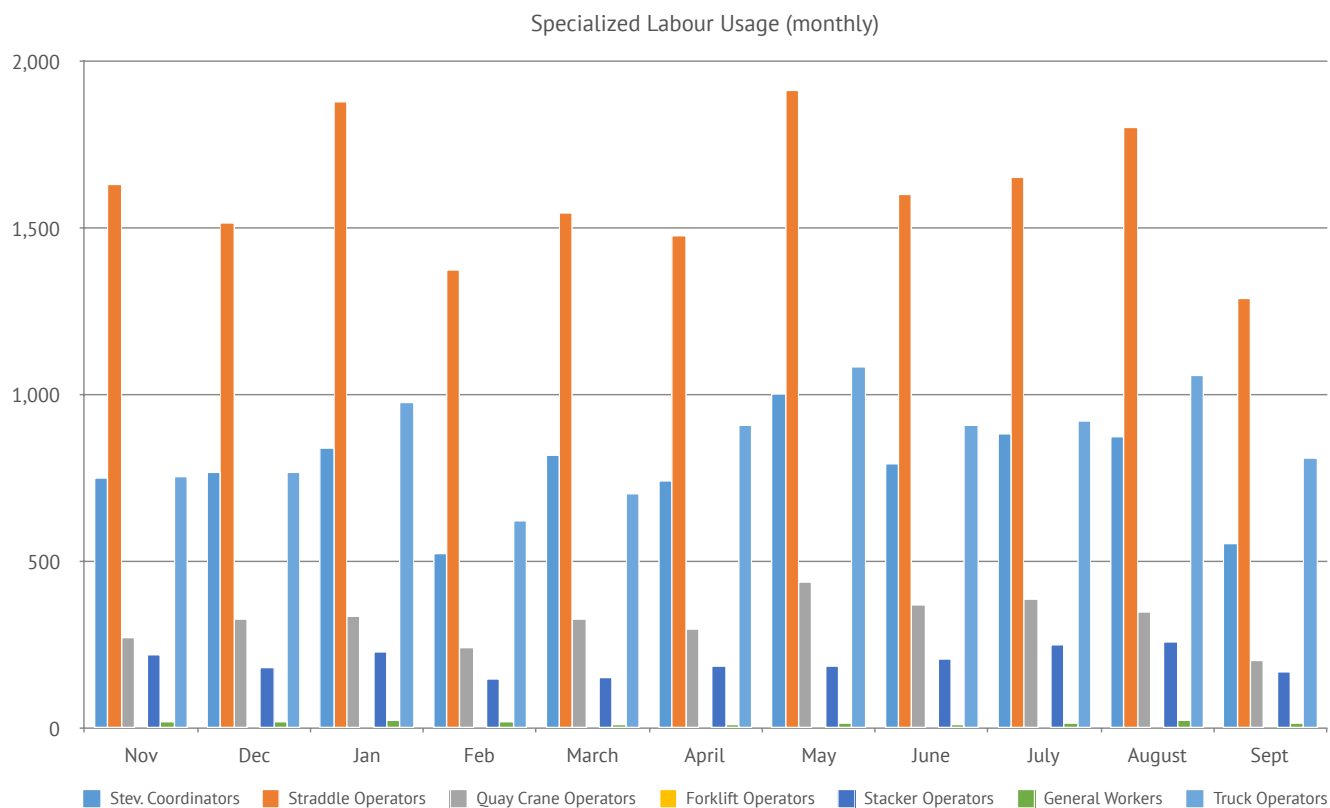
SPECIALIZED LABOUR STRENGTH AS AT SEPTEMBER 30, 2015	
CATEGORY	TOTAL
Stevedore Coordinators	45
Straddle Operators	75
Quay Crane Operators	5
Stacker Operators	11
General Worker	1
Truck Operators	50
GRAND TOTAL	187





LABOUR USAGE

MONTHLY SPECIALIZED LABOUR USAGE NOVEMBER 2014 – SEPTEMBER 2015												
	Nov	Dec	Jan	Feb	March	April	May	June	July	August	Sept	Total
Stevedore Coordinators	753	768	842	524	818	743	1003	792	882	877	554	8556
Straddle Operators	1633	1517	1881	1377	1547	1476	1916	1601	1655	1804	1292	17699
Quay Crane Operators	274	326	338	241	329	299	439	371	388	351	204	3560
Stacker Operators	222	183	228	150	151	186	187	209	251	260	168	2195
General Workers	20	20	25	20	10	10	15	13	16	25	17	191
Truck Operators	756	766	977	623	705	910	1084	909	920	1059	811	9520
	3658	3580	4291	2935	3560	3624	4644	3895	4112	4376	3046	27257



TRAINING AND DEVELOPMENT

PROFESSIONAL DEVELOPMENT COURSES

The SAI remains committed to the development of its employees through training and job enrichment. A total of 10 members of staff participated in Personal Development training programmes at various organizations during the year with the major objective of building capacity and motivation across the Association. An internal workshop on Communication benefitted an additional 12 employees.

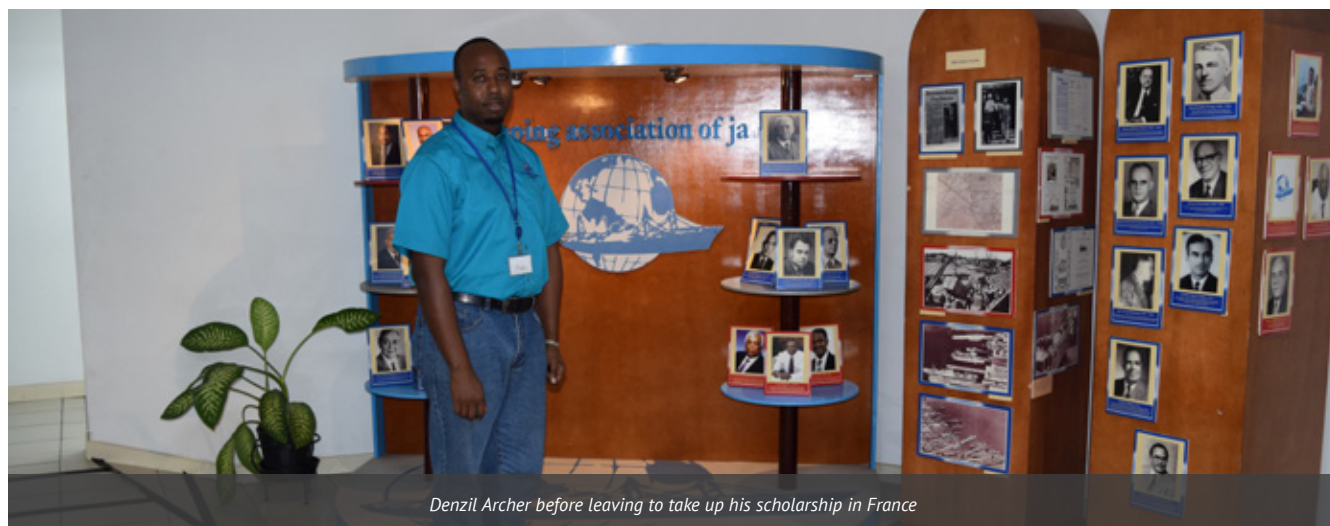
SAJ AND UCC CORPORATE EDUCATION DIVISION

We commenced discussions with the Corporate Education Division (CED) of the University College of the Caribbean with

a view of forming a partnership to provide training for SAI Staff and its Members. The main objective of the partnership is to formulate training programmes aimed at addressing competence gaps within the shipping industry through existing or tailored courses offered by the CED.

OVERSEAS TRAINING

Two shift monitors participated in international training courses outside of Jamaica. These included a month-long, International Maritime Organization (IMO) sponsored port management programme in Le Havre, France and a Workshop in Paramaribo, Suriname on the Supervision of Cargo Operations in Ports.



Denzil Archer before leaving to take up his scholarship in France

HEART TRUST/NTA TRAINING AND CERTIFICATION SUPPORT

The Association has applied to the HEART Trust/NTA's Vocational Training Development Institute (VDTI) for an SAI trainer to be enrolled in their Assessor Training programme. This is with the view of increasing the two-member pool of assessors available to the SAI for its Stevedoring programme. We are also in dialogue with HEART Trust to upgrade our present trainers to levels 2 and 3 through the Assessment only process.

NCTVET STEVEDORING LEVEL 1

A group of 28 Stevedores (Cohort 5) completed their final National Council on Technical and Vocational Education and Training (NCTVET) assessment on August 26, 2015. The training programme lasted for a period of six (6) months, results of which are to be delivered with qualifying certificates shortly.



The SAJ-sponsored Mandarin class for its staff

TRUCK OPERATOR TRAINING - ARTICULATED LICENSES

In March 2015 KWL advised that SAJ truck operators would need articulated licenses in order to operate on their facility and a timeline of 90 days was given to achieve compliance. The SAJ trained and facilitated the upgrade of licenses for eleven (11) truck operators in July 2015.

ISPS CODE AND PORT SECURITY AWARENESS TRAINING

The Association facilitated a Port Authority of Jamaica (PAJ) led initiative aimed at sensitizing port workers to maritime

security and the International Ship and Port Facility Security code (ISPS). Between May and July multiple sessions were held at the SAJ which exposed 160 employees to the code.

MANDARIN

Through a partnership with the Caribbean Maritime Institute School of Advanced Skills, a course in basic Mandarin was hosted by the SAJ. Participants are engaged in bi-weekly training sessions where they will learn to read and speak basic Mandarin, a CMI certificate will be awarded for successful completion.



The CMI's Mandarin tutor Dr Songbo Yan.



Raymond Hernandez, Financial Controller of the Shipping Association of Jamaica (SAJ), presents Xia Guoshun, deputy chief of mission and political counselor at the Chinese Embassy in Kingston, with a copy of the book A History of the Shipping Association of Jamaica during a Mandarin class hosted by the SAJ for its staff and affiliates. Dr. Fritz Pinnoch, executive director of the Caribbean Maritime Institute (CMI) looks on.

EDUCATION ASSISTANCE FOR STAFF

The SAI continued to support educational initiatives for staff under our education assistance policy. Six employees, broken down below, benefitted from the programme in 2015:

1. Four (4) employees pursuing professional qualification
2. One employee pursuing a bachelor's degree
3. One employee pursuing a master's degree

EDUCATION ASSISTANCE FOR CHILDREN OF STAFF

Thirty Four (35) students were awarded education assistance scholarships for the 2015-16 period. Thirty-four awardees

are pursuing secondary education and one is enrolled in University.

For the 2015/2016 academic year a total of 163 Students were given education assistance. The breakdown is as follows:

Category of Staff	Education Assistance
Stevedore	81
Supplemental Labour Pool	66
Administrative Staff	16

OCCUPATIONAL HEALTH AND WELLNESS

OHN DEPARTMENTAL VISITS

A total of 1,123 individuals were seen, treated and/or assessed by the Occupational Health Department of the SAI in 2015 to-date. In addition eighty-one (81) tenants' employees were seen and treated by the OHN during the period under review.



Members of Team SAI spend time in the Association's well equipped gym training (l-r) Debbie Ann Dobson, Jean Hinds, Marvin Jones, Shauna Reid, Sophia Walcott and Kadeen Lee Francis



Marvin Jones of the Shipping Association of Jamaica's Finance and Systems Department is cheered on by colleagues (l-r) Kadeen Lee Francis(HRD), Internal Auditor Jean Hinds and Shauna Reid (HRD)

HEALTH AND WELLNESS COMMITTEE

The SAI formally constituted a Health & Wellness Committee in February of 2015. The Committee is mandated to cater to employees' holistic needs through initiatives expending beyond physical health to include social, emotional, mental and financial wellness.

The Committee has spearheaded several programmes since its inception which have yielded positive results and received extensive support from staff across varying levels of the Association. The following monthly activities were staged during the period under review, with initiatives such as the Departmental Cook-Off and Jamaica Day becoming a permanent event on the SAI's corporate wellness calendar.

SCHEDULE OF ACTIVITIES

February	Jamaica Day & JamFit Challenge
March	School Uniform Day. Eye Clinic in association with the School of Optometry University of Waterloo in Canada.
April	Meditation Day
May	Mother's Day Celebration Workplace Wellness Expo
June	Estate Planning, Father's Day Celebration
July	Nutrition Challenge
August	Emancipation Challenge
September	Cook-off Competition



The judges contemplate the winning entry from the HR department in the SAI inter-departmental cook off competition.

RETIREE VISITS

The OHN visited 10 SAI retirees and two widows of retirees during the period under review. The retirees and widows benefited from blood pressure and blood glucose checks as well as medical advice on managing their affecting conditions which were predominantly Diabetes and Hypertension. Discussions during the sessions with retirees also focused on lifestyle tips, options for prescriptive drugs, and their general wellness.

The visits were, from all indications, well received and will continue as part of SAI's outreach to its retirees in the foreseeable future.

COMMUNICATIONS AND MEMBER SERVICES

With its strong advocacy and lobbying remit, the Association, through its Communications and Member Services Department, acts on behalf of its members in pursuit of initiatives designed to enhance their operations within the Maritime Sector. This includes disseminating information intended to advance the promotion of modern labour relations, industry best practices, current maritime legislation, training, security, information technology services, as well as acting as liaison with government, other local and international bodies to ensure the continued development of Jamaica's Shipping Industry.

AGENTS' COMMITTEE

Among the most active committees of the SAI is the Agents' Committee which is chaired by Mrs. Denise Lyn Fatt with

Mr. Andre Rochester serving as Deputy Chairman. The SAI's Communication & Member Services Department (CMSD) provides meeting facilitation for this committee. A major project which the Committee continued to dedicate itself to in 2015 involved scheduling and hosting a series of meetings with the Jamaica Customs Management and Legal teams in order to respond to the proposed changes to the Customs Act. The Shipping Association's aim was to participate in the reformation of Jamaica Customs into a modern efficient trade facilitating agent. We therefore made recommendations for changes to the legislation to facilitate this reformation while keeping in mind the larger national objective of making Jamaica the fourth node in the global logistics chain.



SAI Managing Committee Members William Brown, Roger Hinds, Denise Lyn Fatt and Andre Rochester chat with Government SEZ consultant Cristiaan Van Krimpen

To facilitate this effort the Association appropriated the services of a Legal Consultant and the CMSD provided meeting management support. Additionally, the team prepared documentation to submit to a Joint Select Committee of Parliament which was tasked with ensuring stakeholder input in the amendments to the act. An SAI team visited the Houses of Parliament and made their submissions there. Those submissions are currently under consideration by the Joint Select Committee. Of note is the interest which the chairman of the Joint Select Committee, the Honourable Minister Dr. Peter Phillips took in the submissions regarding the billing of overtime (which are fees paid by Shipping Agents on behalf of Lines for the work of customs officers at times deemed to be outside of working hours). The Honorable Minister seemed to agree that this matter needed the attention of the Customs in order to align it with a more modern efficient operation.



The year 2015 was one of considerable legal advocacy for the SAJ as it also contemplated the Special Economic Zone Legislation being undertaken by parliament. The Shipping Association met with the Trade Facilitation Taskforce which had undertaken the services of an international consultant and provided him with insights which would inform the draft bill he was tasked with providing.

NATIONAL COMMITTEE ON TRADE FACILITATION



The Association, through the CMSD facilitated the work of the shipping agents by representing them or facilitating their representation in industry-related meetings and as members of various committees. One such committee is the National Committee on Trade Facilitation through their 2015 review of the World Trade Organization (WTO) Agreement on Trade Facilitation (TFA). This agreement was one of the main outcomes of the 9th WTO Ministerial Conference held in Bali, Indonesia in December 2013. The negotiations were specifically aimed at clarifying and improving three articles of the General Agreement on Trade and Tariffs (GATT) related to fees, expedited release and clearance of goods. The negotiations mandated the provision of effective technical and financial assistance and capacity building to developing and least developed countries to assist them in implementing their obligations under the agreement.

The Shipping Association participated in the Trade Facilitation

Validation Workshop which was a follow up session to the Trade Facilitation Needs Assessment session put on by the Ministry of Foreign Affairs in 2014. It was a working seminar where participants set timelines for implementation of the various areas of the Trade facilitation agreement. The objective was that since many government agencies like Jamaica Customs are presently in reform mode there was a need to incorporate the terms of the trade facilitation agreement even before the government brings the agreement into law.

This WTO Trade Facilitation Agreement when it is entered into force, is intended to help ensure the implementation of transparent, consistent and predictable procedures at Jamaica's borders, and is aimed at reducing transaction costs and improving the national trading environment. It is also expected to remove obstacles in order to facilitate ease of movement of goods and services through the ports for the benefit of business



persons, in particular importers and exporters, Government Ministries, Departments and Agencies. The agreement also seeks to adopt internationally accepted norms, standards and best practices for the import, export, transit and trans-shipment of goods while taking into account Jamaica's development objectives. The Trade Board also invited the Shipping Association to participate in a series of meetings exploring ways in which the Customs Act can be brought into more consistent alignment with the WTO Trade Facilitation Agreement. The first meeting was in preparation for a joint mission involving the International Trade Center (ITC), United Nations Conference on Trade and Development (UNCTAD) & World Bank to discuss matters raised at the Validation Workshop in May 2015, in order to develop and implement the Roadmap to improve trade facilitation in Jamaica and increase Jamaica's competitiveness internationally. This led to other meetings from August 25 to September 4, 2015 which explored the experience of the shipping community particularly with Jamaica Customs.

THE QUALITY ASSURANCE COMMITTEE OF THE JAMAICA CUSTOMS AGENCY

The SAI continued to be an active member of the Quality Assurance Committee (QAC), and liaised with the Deputy Commissioner of Customs - Operations and other members of the Jamaica Customs Agency team, as well as other shipping and trade-related interests in order to advance matters of trade facilitation.

During 2015 the following key issues were raised and discussed:

- Challenges associated with the implementation of International Monetary Fund requirements of the JCA.
- Industry expectations of Jamaica Customs as its new team members were selected to joint or re-join as an executive agency
- Industry expectations of Jamaica Customs transition to the use of ASYCUDA
- Jamaica Customs continued success in meeting targets even as world trade shrank

AUTOMATED SYSTEM FOR CUSTOMS DATA

The Automated System for Customs Data is a system developed by United Nations Conference on Trade and Development (UNCTAD) in order to administer a country's customs operations. The Customs invited the Shipping Association to sit on its Steering Committee where the projects successes are reported as well as its projected activities. The committee is comprised of trade related agencies as well as e-Gov - the government of

Jamaica's full service Information & Communication Technology (ICT) company.

The members of the SAI receive continuous support from the Association as they seek to implement processes and procedures into their business activities which are compatible with ASYCUDA. The Chief Information Officer of Jamaica Customs, the National and Regional Directors of ASYCUDA as well as the Project and Training Managers receive frequent invitations to meet with the SAI membership at our Newport West offices.

Beside the plans and strategies which are developed by the ASYCUDA Team, the membership requested the forming of a Working Group which closely monitors each stage of the project implementation. That group queries and monitors the implementation from the perspectives of the SAI membership and helps to provide clarity on how the newly gazetted 2014 amendments to the Customs Act apply to ASYCUDA at each stage of implementation. That group also facilitates requests for greater clarity, better documentation, advanced notification of new features and attempts to fill the comprehension void which can accompany the implementation of any project which seeks to move stakeholders from reliance on paper-based systems to more technology driven approaches.

The target for full implementation of ASYCUDA is March 2016 and is an International Monetary Fund structural benchmark. As that date nears the SAI will continue to monitor the project as closely as possible to redound to the benefit of its members.

THE JAMAICA CHAMBER OF COMMERCE TARIFF AND PORT USERS COMMITTEE

SAI represents its members as a member of the Tariff and Port Users Committee.

This is a private sector lead meeting which investigates the experience that its members have with the Customs. It hosts a yearly seminar which brings together trade related interests.

EQUIPMENT INTERCHANGE AGREEMENT & TRUCKER REGISTRATION

The Port Trailer Haulage Association continues to be one of the key stakeholders in the Shipping Industry and as such the SAI continues to register truckers and facilitate their access to the Port of Kingston and in doing so facilitate the movement of goods on and off the ports.

COMMUNITY OUTREACH SAJ MOBILE CLINIC



In the shadow of the SAI's Mobile Clinic, Nurses Simone Shaw of the Haile Selassie High School (1st left) and Stacey Foster-Jackson of the UHWI (4th right), join Rotary Club of East Kingston & Port Royal President Michael Johnson in assisting a resident of the East Kingston community with her registration for a free medical examination.



Marketing executive at Kingston Wharves Limited, Catherine Carter, receives her trophy from SAI Group CEO Trevor Riley.

In 2015, the SAI continued its partnerships with various organisations and individuals to ensure fruitful interactions with industry stakeholders, specifically the Rotary Club. Up to the time of this report, the Association had conducted several health fairs at various schools in the Corporate Area, which catered to students from the schools as well as the neighbouring communities. Persons attending the clinics received medical examination, eye screening, blood sugar testing and dental examinations.

In August, the Association in collaboration with the Rotary Club of East Kingston and Port Royal held a back-to-school health fair targeting students and other residents from communities close to the Vauxhall High School in East Kingston. The fair saw students of the community receiving back-to-school medicals as well as eye screening and dental examinations. In October, the Rotary Club of Liguanea was facilitated in mounting a similar event

THE MARCUS GARVEY BASIC SCHOOL

Thirteen girls and six boys at the SAI's adopted school earned their place at the next education tier by successfully completing their studies at the early-childhood level in July. According to Principal Kereen Hibbert, the school had earned accolades from the Ministry of Education because of improving educational performance. The school received an award from the ministry congratulating the administration on the major improvements made in the educational standard. Marcus Garvey was also listed as the leading school in its zone or area.



Clutching graduation gifts they just received courtesy of the staff at the Shipping Association of Jamaica, young graduates of the Marcus Garvey School join some of their benefactors and school administrators for a photo at their recent graduation. L-R: Jean Hinds – SAI Internal Auditor, Rev. Fr. Rohan G. Tulloch - Pastor, St. Anne's Church & Holy Name of Jesus Church, Camille Spence, SAI Accounting Officer, Janice Budd- SAI Operations Manager- Communications & Member Services and Kereen Hibbert - Principal of Marcus Garvey School.

The students were rewarded with graduation gifts of backpacks filled with school supplies courtesy of the Marcus Garvey Staff Committee of the Shipping Association of Jamaica (SAJ). The school is sponsored by the SAJ, which pays teacher salaries for eight months of the year. However, the graduation gifts were provided out of monies contributed separately by the SAJ staff, which also funds a feeding programme for the students on a monthly basis out of their own pockets.

PUBLICITY AND PROMOTIONS SAJ/CSJP PRESS CONFERENCE

The CMSD executed a press briefing to announce the signing of a landmark training agreement between the SAJ and the Ministry of National Security, under its Citizen Security and Justice Programme (CSJP).

Under the Memorandum of Understanding signed by SAJ president, Kim Clarke, and Minister of National Security Peter Bunting thirty young men from economically vulnerable and crime-torn communities have been given a chance to train as stevedores under a special apprenticeship programme. The event was extensively covered in the media.



This new stevedore trainee asked for and received the pen used by the National Security Minister Peter Bunting to sign the agreement between the SAJ and the CSJP for his training



President of the Shipping Association of Jamaica, Kim Clarke shakes hands with Simeon Robinson, programme manager of the Citizen Security and Justice Programme, during the signing of a memorandum of understanding for a stevedore training programme at Port Bustamante, Newport West. Chatting in the background are Minister of National Security Peter Bunting and Counsellor and Head of Development Cooperation at the Canadian High Commission in Jamaica, Walter Bernyck.

SAJ 5K ROAD RACE

The Shipping Industry 5K Road Race this year gave runners, walkers, and persons with infant strollers the chance to experience of a one-of-a-kind 5K route that took them through the shipping business district of Newport West/Marcus Garvey Drive. In an effort to make this 5K bigger and better than the inaugural one held in 2014, the SAJ expanded its target charities to include the Tavares Gardens Primary School, as well as at our long-standing charity, the Marcus Garvey School.

Part proceeds would also go towards the operation of the SAJ's Mobile Clinic, which offers free or reduced-cost medical screening and treatment within various communities across the island



Young competitor is very serious about her warm up.



And they're off... walkers charge through the streets of New Port West



Colleagues Raymond Hernandez and Andrea McGibbon White congratulate SAI internal auditor Jean Hinds for winning the top SAI Female Runner prize.



Executive Chairman of Jamaica Freight & Shipping Ltd Charles Johnston joins fellow Shipping Association of Jamaica Managing Committee member Corah Ann Robertson-Sylvester in synchronising their watches for their 5k run.



The SAI Team... pulling out all the stops for the annual 5k event

SHIPPING FEATURE

The SAI continued to highlight the activities of the shipping industry in the weekly Shipping Feature published in the Gleaner newspaper every Tuesday.

Throughout the year, many articles impacted the industry either by showcasing critical sector developments locally and internationally, by promoting the growth and development of the sector or lauding the achievements, benevolence of individuals and entities comprising our membership. Among the most impactful were:

- Cuba pushes transformation of its maritime sector
- Two Steps Backward! Customs Act Revisions Anti-Trade - Shipping Association of Jamaica
- Jamaican elected to top level post on World Maritime University Board
- Call for greater cooperation between Caribbean ports as CSA Conference wraps in Cartagena
- Cuba high on agenda as regional maritime interests meet in Cartagena
- CEO of Kingston Freeport Terminal Ltd to speak at CSA's industry conference next week
- Cuba, trade facilitation, marine pollution and LNG top agenda for CSA conference
- SAI pays tribute to late industrial relations icons
- Regional shipping industry to tackle WTO Trade Facilitation Agreement at CSA conference
- Maritime Awareness Week 2015 - Honouring seafarers
- SAI and CSJP - providing training and employment opportunities for at-risk youth
- SAI Hails Late Emil George for Role in Landmark Port Labour Negotiations
- Shipping Sector Employees Learn Mandarin in SAI/CMI Partnership
- A Chance to Study In France - SAI Staffer Selected For Port Management Training Course
- Opportunities at Sea - Maritime Authority Honours Seafarers
- Rewards and Recognition at JEA National Export Awards
- Shipping Industry 5K Seeks Support for Mobile Clinic

GENERAL MEDIA COVERAGE

The Department continued to liaise with the media to ensure there was adequate coverage of industry events and issues. As such, the Association ensured that:

- Media advisories and releases were disseminated among local media houses
- All queries and requests for information from the public and members were addressed
- Videography and photography were arranged for all SAI events
- Service projects as well as internal programmes were covered.

CSA SECRETARIAT SUPPORT

There has been a significant increase in activity under the Information & Public Relations portfolio of the CSA since the start of the year. SAIConsults has sought to ensure the CSA brand remained visibly active, both during and outside of its conference windows.

Feedback from the CSA Secretariat on the surge in stakeholder engagement and queries on the lead-up to the 2015 Annual General Meeting and in respect of its training delivery, suggests that our targeted efforts at growing interest in the activities and mission of the CSA is gaining traction.

The CSA's public image has continued to grow through the targeted efforts implemented by SAIConsults. In keeping with

the Association's renewed focus on training, key messages and collateral material were developed during the period under review to promote the availability of scholarships and training opportunities available to CSA members through its partner institutions, UWI - Arthur Lok Jack Graduate School of Business and the Caribbean Maritime Institute. These were promoted through posting/sharing of relevant content such as flyers, news articles and advertising banners and posters on the CSA's website, through the membership mailing list and on our social media platforms.

A record number of participants attended the recent training course in cruise tourism organized by the Caribbean Shipping Association (CSA) in association with the Antigua and Barbuda Tourism Authority (ABTA) in Antigua from September 17 to 18. The course, advertised via the CSA website and social media, and was facilitated and endorsed by the Caribbean Maritime Institute (CMI) had more than double the participants.

The CSA also continues to receive visibility across traditional and digital media platforms for its two main annual events and other regional outreach activities. A number of messages and PR tools were developed to support the promotion of the 14th Annual Caribbean Shipping Executives' Conference, as well as the 45th Annual General Meeting, Conference and Exhibition. The SAIConsults team also produced and published several news articles promoting the agenda, speakers and sponsors, for the Cartagena AGM which were distributed to mainstream local and regional media in English and Spanish and published online.



l-r: SAI Financial Controller, Raymond Hernandez, Vice President, Denise Lyn Fatt and Group CEO Trevor Riley at the CSA's 2015 Caribbean Shipping Executives Conference in Tortola.



INTERNAL COMMUNICATION

The SAI maintained a high level of employee engagement by ensuring that all relevant local, regional and international maritime news were circulated among the staff. Retention of information and employee engagement was tested through random email staff quizzes.

EXTERNAL COMMUNICATION

- The shipping industry feature was successfully published each week and continued its focus on developments in the industry

- Stakeholders in the industry also received information on developments in the local, regional and international maritime industry at regular intervals

COMMUNITY OUTREACH

The SAI continued to place great emphasis on its Corporate Social Responsibility activities. As such, the Association provided care packages to the elderly and disabled persons living in the Greenwich Town Community.



At the urging of stevedore Damion Cummings, SAI staff willingly donated money to pay for little Naja Lewis's (centre) corrective foot surgery. The sum raised was matched by the Association.

OTHER SPONSORSHIPS/DONATIONS

During the reporting year, the Association continued to generously support various charities. Education, Youth Development, Health and Social Upliftment remained the main areas of focus for the SAI's donations.

Organizations supported include:

- Service Clubs
 - Kiwanis
 - Rotary
 - Lodge
 - Lions
- St. Andrew South Police
- Stakeholder groups
 - Jamaica Exporters Association
 - Private Sector Organization of Jamaica
 - Jamaica Employers Federation
 - Jamaica Chamber of Commerce
 - Jamaica Customs Department
 - Maritime Authority of Jamaica
 - Port Authority of Jamaica

- Caribbean Maritime Institute
- Various charity organizations and church groups.

SAJ-SPONSORED AWARDS

In 2014, the SAI continued to support the University of Technology, Jamaica and the Jamaica Exporters Association by sponsoring their awards ceremonies.

- The University of Technology: Administrative Award for the Most Outstanding student - Bachelor of Science Degree in Administrative Management.
- The Jamaica Exporters Association (JEA): Award for the Exporter with the highest tonnage through the Port of Kingston for 2013.

DONOR AWARD

For the second time, SAI was inducted into the UWIDEF Century Club as recognition by the UWI for our contribution to the institution.

The UWI Development and Endowment Fund (UWIDEF) recently

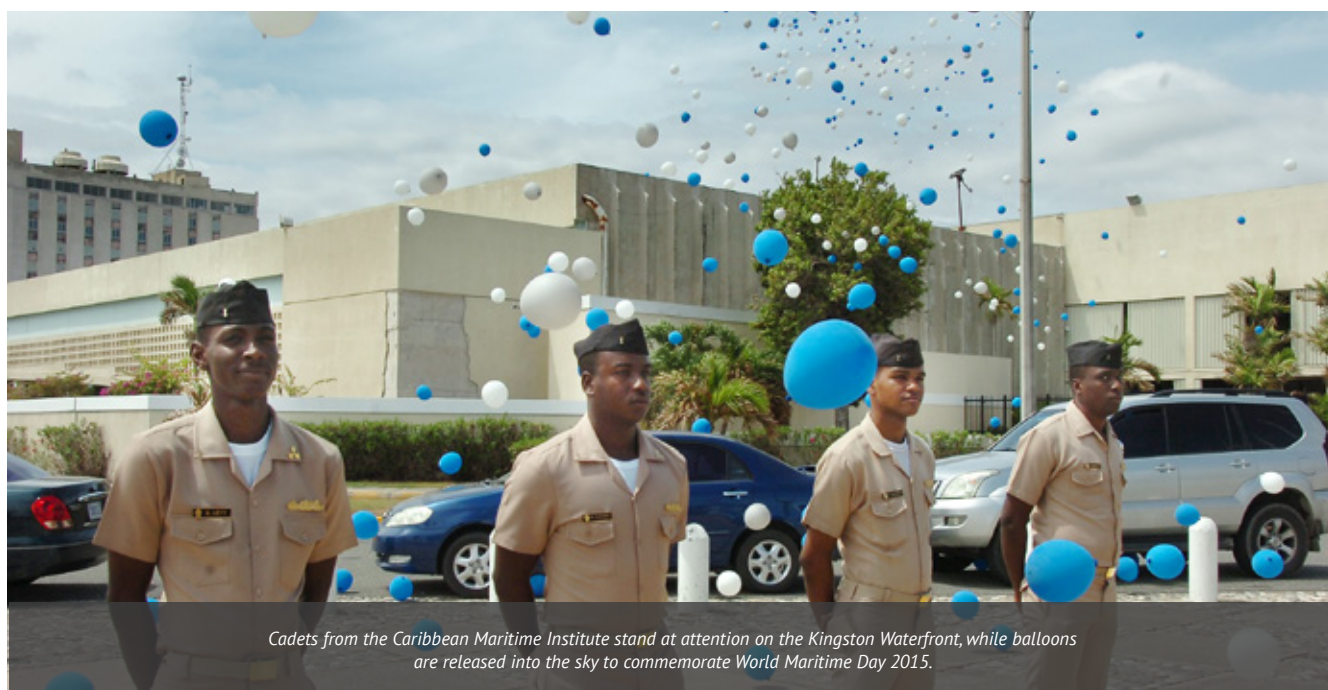
celebrated its 25th anniversary culminating a series of special activities in October. UWIDEF is the Mona foundation which raises support for scholarships and grants for research, equipment, and capital improvement.

SAJ LIBRARY

Students and shipping industry stakeholders continued to make use of the services of the SAJ library. With plans to make Jamaica a logistics hub, most queries were centred on the topic of logistics.

INDUSTRY RELATED ACTIVITIES

Maritime Awareness Week Planning Committee



Cadets from the Caribbean Maritime Institute stand at attention on the Kingston Waterfront, while balloons are released into the sky to commemorate World Maritime Day 2015.

In October, SAJ's Communications team provided planning and execution support for one of the most active celebrations of Maritime Awareness Week in recent years. The SAJ also sponsored the inaugural hosting of the Women in Maritime industry dinner held during the weeklong celebration:

- Industry Church Service - The Industry was graciously hosted by the Fellowship Tabernacle (Church) on Sunday September 20, 2015 to start Maritime Awareness Week.
- Caribbean Maritime Institute (CMI) School Exposition - The SAJ represented members at this annual event on Monday and Tuesday. Items donated by member companies were displayed and SAJ team members explained the valuable work and interest of the shipping community to the participants at this event.
- Caribbean Maritime Institute (CMI) Inaugural Conference – This international conference was theme 'Mile Logistics - The Promise and Possibilities for the Caribbean'. The papers presented at the Conference will be published in a book entitled The Future of Transportation and Global Logistics Corridors.
- World Maritime Day Balloon Release - On Thursday September 24, 2015 The SAJ, CMI and the Maritime Authority of Jamaica celebrates the life and work of over 800 Jamaican seafarers by releasing one thousand balloons at Kingston's scenic waterfront. It was a fine display that was covered by the media. It is expected that this will be an annual affair.
- Women in Maritime Caribbean (WiMac) Shipping Industry Dinner - The Women in Maritime Caribbean put on a fund raising industry dinner. It was very well attended by members of the industry and the general business community.

PROPERTY AND ADMINISTRATION

Real estate property management is an essential component of maintaining a property and its value in the market, including attracting and providing responsive, high-level service to tenants. SAI Property Limited continues to employ creative strategic solutions designed to engender long term investment returns, cost savings through consistent maintenance and development of premises owned and operated by the Association.

Efficient handling of the running and maintenance of our various properties is essential to ensure maximum market value. Our ultimate objective remains the prudent management of all the myriad details to enable the SAI to focus on delivering on its value propositions to its varied membership and growing its investments.

OVERVIEW

During the year, the Property team continued to address the maintenance issues of the SAI complex.

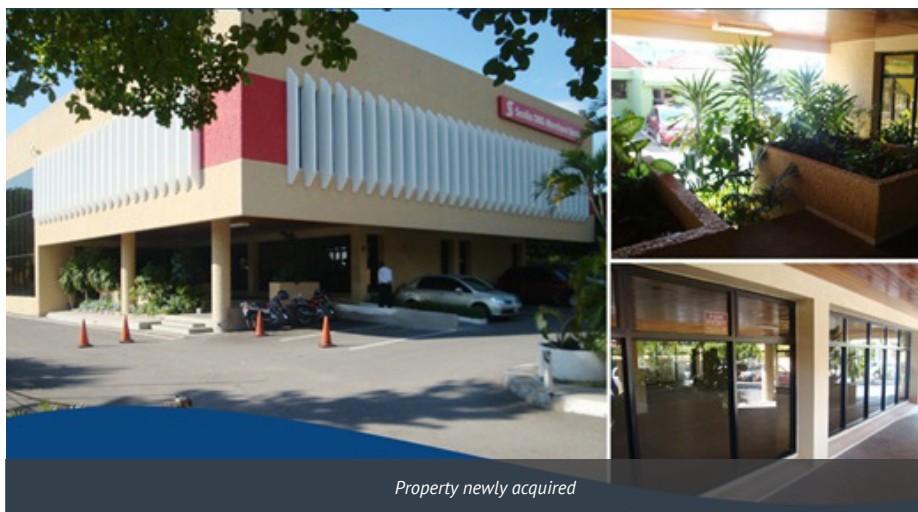
In our last report, we advised of the storm water drain upgrade programme that was carried out and are pleased to report that since this was successfully completed, the drains have performed creditably as there has been no incident of flooding on the compound.

Based on directives from the Board, the Property team embarked on a rent review exercise and sought to bring the rental rates for the Fourth Avenue Complex to reflect current market rates. Increases were carried out in tranches and there has been some improvement in the Company's financial position.

EXTERNAL PROPERTY MANAGEMENT

SAI Property Limited continues to provide property management services for properties owned by the Kingston Portworkers Superannuation Fund and SAI Staff Pension Fund. The portfolio includes several pieces of land, six apartments and commercial properties and provision of property management service in Kingston, St Andrew, Portland, St Elizabeth and St James.

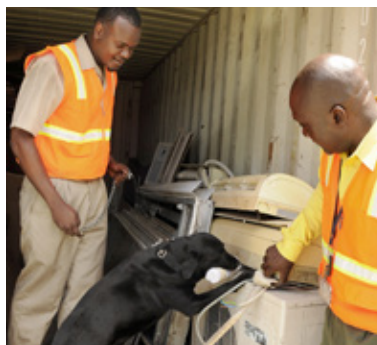
During the year, SAI Property Limited facilitated the purchase of another commercial property by the Kingston Portworkers' Superannuation Fund and continues to monitor the real estate market for viable real estate opportunities.



Property newly acquired

CANINE DIVISION

Our Canine Division continues to carry out a critical service to our members and external companies in an effort to safeguard the integrity of cargo leaving the Port of Kingston. Assignments from October 2014 to September 2015 amounted to 1,004, a decline when compared to 1,075 for the corresponding period in 2013 – 2014.



It was reported last year that a review of the Division's operations would be carried out and two positions were made redundant as a result. While this decision saw a reduction in expenses, we continued to analyse and look at ways to reduce costs in an effort to remain viable. In June, 2015 a decision was taken to eliminate the third shift (night shift) and this was done based on an analysis of the number of assignments carried out during that shift.

The decisions taken both in 2014 and 2015 seem to have borne fruit as we are pleased to advise that the Division made a profit, albeit a small one.

The Division was established in 1994 as a service to its members to assist in the fight against drug finds in cargo passing over the Port of Kingston and out ports. Today, the Division is still committed and will continue to review and manage its operations to ensure viability and relevance.

We take this opportunity to encourage our members to continue to take advantage of this specialised service which is provided to ensure the security of cargo passing over the Ports.

ADVANTUM

Advantum holds the distinction of being the pioneer in the computerization of the Port of Kingston; one of the Hemisphere's premier and most strategically located transshipment ports. The company has evolved to become the leading IT service provider within the shipping industry and beyond.

The company continues to revolutionise its product and service offerings to meet the needs of its diverse clientele which resides within and external to the Jamaican shipping industry. This is bolstered by a culture of creativity and innovation, manifested through the entity's technical staff, which consists of well-trained and experienced programmers/software engineers, business & systems analysts, network administrators, project managers and consultants.

OVERVIEW

2015 was a year of continued adjustment and realignment for Advantum; adjusting to the changes in the local shipping industry and aligning the company in readiness for the new opportunities on the horizon.

ACHIEVEMENTS

IMPROVING SYSTEMS QUALITY

Our new cloud environment was rolled out in 2015. The process to transition both Windows and AS400 environments commenced during the year and is targeted to be completed by 2016. This improvement will provide for our customers higher availability of service which is critical to the industry, and providing greater efficiency and improved monitoring.

NEW MODULES

Advantum continues to expand its suite to better serve the growing needs of the industry with the inclusion of two new products; Warehouse Management and Job Costing.

- Warehouse Management Solution – an integrated solution which allows facilities to easily process both FCL and LCL cargo. It facilitates automated charges calculation as well as billing, container stripping, processing of pick tickets and gate passes.
- Job Costing – facilitates the creation and tracking of activities and quotes for cargo related services and manages the associated billing and reporting. Jobs can be related to air or sea shipments and the Agent may or may not have been the Agent for the shipment originally. The agent/forwarder may be responsible for delivering the good to the consignee or nominee once they have been cleared.

NEW PROJECTS

We continue to expand the use of our solutions in companies such as Kingston Wharves Limited, International Shipping Limited Jamaica, Caribbean Freight Handlers, Gateway Group International and Gulf Shipping (Trinidad).

CORPORATE SOCIAL RESPONSIBILITY & COMMUNITY SERVICE

The company participated and partnered in several activities during the year led by the SAI.



The Advantum team:
Stooping l-r: Russell Polack, Howard James, Kris Mendes • **Second Row l-r:** Kaydeen Wildman, Robert Sinclair, Annmarie Curtis, Andrea McGibbon White, Kevaughn Lyew You, Sharda Grant, Oniel Charles • **Back:** Hugh Bowman, Shannon Brown

- Marcus Garvey Back to School and Christmas Treat
- Back to School Fair in Trench Town
- Caymanas Gardens Football Club - donation of trophies
- Sponsorship of the SAI 75th Anniversary 5K Walk /Run
- Community Service Events

OUTLOOK 2016

New and enhanced modules in our Advantum suite will be rolled out in the first quarter of 2016 with our Advantum Financials. We will continue to develop modules aimed at providing an enterprise management system to serve our clients in the region.



NOTES



NOTES



the shipping association of jamaica

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