



the shipping association of jamaica

ANNUAL REPORT 2016

78TH ANNUAL GENERAL MEETING

"NAVIGATING THE FUTURE"



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WHO WE ARE WHAT WE DO

The Shipping Association of Jamaica (SAJ) is a dynamic part of the success story of the highly developed Port of Kingston. The SAJ has been an influential player in improving the reliability and precision of cargo handling operations at the ports to facilitate lower costs and enhance competitive advantage.

Since 1939 the SAJ has provided a stable and coherent labour force for break bulk and containerized cargo shipping at the Kingston Container Terminal and Kingston Wharves Limited. With more than ninety percent (90%) of the port's activities focused on transshipment activities, the SAJ operates a dynamic labour force management system that allows for flexible and just-in-time deployment of highly skilled port workers for all areas of cargo loading, unloading and stowage.

Keeping pace with the demands of international trade, increasing transport volume and the widespread use of containers, the SAJ, through innovation, has created lasting improvement in the conditions of work for port workers. Reforms implemented by the SAJ has had a modernising effect on the entire industry in Jamaica and other parts of the Caribbean.



Reforms initiated by the SAJ continue to create major changes in the organisation, structure and the management of port workers. Although previously the labour force was low skilled and occasional, through ongoing modernisation and training, employment of port workers has become regularised and highly skilled to meet the changing needs of containerised cargo shipping and greater use of technology in the industry.

The SAJ is therefore, much more than a supplier of port labour, in fact, the association has an institutionalised role and presence in the Jamaican maritime industry and has paved the way for the infusion of modern techniques in container cargo handling, the use of technology and globally recognised training.

AGENDA

- | | |
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| ITEM 1 | CALL TO ORDER |
| ITEM 2 | APOLOGIES |
| ITEM 3 | (a) CONFIRMATION OF MINUTES
- 77TH Annual General Meeting held on
Friday, November 25, 2015

(b) Matters Arising |
| ITEM 4 | (a) PRESIDENT'S REPORT FOR 2016

(b) Matters Arising |
| ITEM 5 | PRESENTATION OF FINANCIAL STATEMENTS

The Shipping Association of Jamaica
Approval of Audited Financial Statements to Year End 31 December 2015
Unaudited Financial Statements for period January to September 2016 |
| ITEM 6 | ELECTION OF:
(A) President for 2017
(B) Vice President for 2017
(C) Managing Committee Members for 2017 |
| ITEM 8 | APPOINTMENT OF AUDITORS |
| ITEM 9 | ANY OTHER BUSINESS |

Minutes of the 77th Annual General Meeting

Name	Company	Voting Status
Kim Clarke – President	Maritime & Transport Services Ltd.	Voting
	Maritime Towing Co. Ltd.	
	Seaport Equipment Ltd.	
Denise Lyn Fatt, Vice President	Freight Handlers Limited	Voting
Roger Hinds, Immediate Past President	Transocean Shipping	Voting
Michael Bernard	Jamaica Freight and Shipping	Voting
	Shipping Services (Stevedoring) Ltd	Voting
	Interseas Ltd	Voting
	Fidelity Trading	Voting
Marjory Kennedy	Jamaica Fruit & Shipping	Voting
	Coastal Shipping	Voting
	Ship Management Services	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
Andre Rochester	A E Parnell & Co	Voting
	R S Gamble (1998) Ltd.	Voting
	Arnold Malabre & Co. Ltd.	Voting
Neil Smith	Lasocean Agencies Ltd.	Voting
	Shipping Services Ltd.	Voting
	Adolph Levy & Brothers Ltd.	Voting
Kisha Williams-Hare	Carib Star Shipping Ltd	Voting
Paula Pinnock	Port Contractors Ltd.	Voting
Corah-Ann Robertson-Sylvester	Port Cold	Voting
	Cold Port	Voting
Olivier Tretout	Kingston Freeport Terminal Ltd.	Voting
Clifton Walker	Ocean Air International Ltd.	Voting
Blossom Deidrich	Metro Investments Limited	Voting
Evroy Johnson	Lannaman & Morris Shipping Ltd.	Voting
Loxley Tulloch	Gateway Shipping International	Voting
Alva Wood	Allied Trucking Ltd.	Voting
Ruel Gibson	Xars Equipment & Trucking Co. Ltd.	Voting
Xan Gibson	Xars Equipment & Trucking Co. Ltd.	Voting
Frances Yeo	Assessment Recoveries Limited	Non- voting
Annmarie Curtis	Advantum	Observer
Trevor Riley, Group CEO	Shipping Association of Jamaica	
Andrea McGibbon, Deputy Group CEO	"	
Terrence Brooks, Labour Planning & Deployment Manager	"	
Raymond Ernandez, Financial Controller	"	
Dionne Gordon, Board Secretary	"	
Jean Hinds, Internal Auditor	"	
Sophia Walcott, Recording Secretary	"	



Call to Order

The 77th Annual General Meeting (AGM) of the Shipping Association of Jamaica (SAJ) was called to order at 10:05am by Chairman Kim Clarke.

Apologies for Absence

An apology was tendered on behalf of 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, 2014:

Page 6: Mr. Michael Bernard indicated that 'Steve' should be 'Cleve'. The correction was duly noted.

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

Matters Arising from the Minutes

The CEO advised that all matters that required further action had been addressed.

Bus Services for Newport West

Mrs. Paula Pinnock expressed concern about the dangers of industry workers crossing the Marcus Garvey thoroughfare and enquired whether the SAJ could consult with private bus owners and see whether they would agree to make trips within the Newport West area in the mornings. The CEO responded that Management had made contact with private bus operators and received quotes. He said that the operators were not willing to operate without financial guarantees, which were beyond the SAJ's capacity to manage. He said that Management was once again in communication with the JUTC and expressed thanks to Mr. Evroy Johnson who made contact with another person at the JUTC on the Association's behalf. He added that the feedback once again, was that the size buses that they would wish to use were not available, and they promised to revert as soon as the new buses became available.

Fencing of Newport West

The CEO advised that the industrial park and fencing of Newport West were still on the SAJ agenda. He said that Management would continue to have dialogue with various agencies and officials and the hope was that Newport West would be declared as one of the special zones when the SEZ Act was passed.

Congratulations

The Chairman indicated that the annual report was well put together and congratulated the team. The CEO expressed thanks on behalf of his team. Mrs. Corah Ann Robertson-Sylvester said that the work of the Association was probably not realized by the wider community and suggested that members share the annual report with their staff members. Mrs. Marjory Kennedy added that the report should also be shared with the wider community including the press, embassies, other associations, business associates and so on. The Chairman indicated that Management would follow through on the suggestions.

President's Report

The Chairman advised that the President's report formed part of the Association's published 2015 Annual Financial Report. He indicated that reports from other departments will form part of the financial presentation.

Matters Arising from the President's Report

Customs Act Lobby

The Chairman advised that the SAJ was still actively pursuing its lobbying efforts to ensure that amendments to the Customs Act were structured in a manner that engendered increased efficiency and sustainability of the sector, and asked the CEO to give an update on the process. The CEO advised that the Joint Select Committee of the Jamaican Parliament had not yet met since the SAJ's presentation to the committee in September. He indicated that Management was still trying to find out when the committee would again meet and when minutes of the previous meeting would be circulated to non-Parliamentarians. He said that he was advised by the

Secretary of the Committee that the minutes had to go back to the Committee for approval before circulation and she was not able to provide a date when the Committee would reconvene.

The CEO indicated that many of the points that were raised by the SAJ at the Joint Select Committee meeting seemed to have fallen on fertile ears. He said that whether the Association's views would be reflected in the final Customs Act was difficult for him to say but Management would continue to push to ensure that the industry's position was reflected. He said that the SAJ had the support from organizations like the Jamaica Exporters' Association and Jamaica Manufacturers' Association who also made presentations to the committee. He added that Government agencies such as the Trade Board and JAMPRO also made some comments which the team thought were favourable to the SAJ's position. The CEO indicated that the new Special Economic Zones (SEZ) Bill should have been tabled in Parliament within the week and noted that the SEZ legislation should address some of the SAJ's concerns. He added that the SAJ was promoting and supporting the SEZ Bill as it was a step in the right direction.

Mr. William Brown added that the Minister of Finance seemed to be in agreement with the SAJ's recommendations, as his instruction was for the redraft of the Customs Bill to be circulated to stakeholders before the changes were confirmed. Mr. Ruel Gibson added that the SAJ should continue to be insistent in ensuring that the points raised by the Association were taken onboard. The Chairman indicated that Management would follow up and advised that a third amendment to the Customs Act would be tabled in March 2016. He said that recommendations from the SAJ which were not passed for inclusion in the second amendment should be included in the third amendment. He made an appeal to members who may have additional Customs related concerns to submit them urgently to the SAJ so that Management could get legal advice on the issues and submit the necessary paper work to Customs and other relevant stakeholders.

Public Sector Partnership

The Chairman indicated that he was very pleased with the SAJ's collaboration with the Citizen Security and Justice Programme (CSJP) and the Ministry of National Security to deliver training programmes to young men who were in the CSJP's intervention programme. The CEO added that the young men completed their training and were working on the port. He said that a further update would be given on their performance.

Loss of Industrial Relations Stalwarts

The Chairman highlighted that during the year, the shipping industry lost three trade union stalwarts, Mr. Hopeton Caven, Mr. Roosevelt Walker and Mr. Clive Dobson; who all contributed meaningfully to the industry and noted that the SAJ was sad to see them go.

Workplace Wellness Initiatives

The CEO thanked members for their participation and involvement in the SAJ's wellness initiatives, which were started with SAJ staff and then expanded to the industry. He highlighted the SAJ's 5k Run Walk and thanked members for their sponsorship and presence at the event. He said that despite the challenges, Management was happy to host the event in Newport West.

The Chairman then moved on to the presentation of the financials presented by Deputy CEO, Ms. Andrea McGibbon.

Presentation of Financial Statements

1. The Shipping Association of Jamaica

Audited financial statements to year ended December 31, 2014

SAJ Deputy CEO, Ms. Andrea McGibbon, gave a synopsis of some economic statistics from 2010 to October 2015. Some highlights were:

1. Inflation rates YTD 2015 – 2.94%, and YTD Sept 2014 – 6.4%.
2. Interest rate: 90-day J\$ T-bill Rate yield at 6.96% in 2014 and 6.12% at the end of October 2015.
3. USD Exchange Rate: 2014 J\$1 to US\$114.66 and US\$119.83 at the end of October 2015. J\$ Devaluation for the financial year in 2014 was -7.78% and -4.5% at the end of October 2015.

The consolidated audited accounts for the SAJ Group for the period ended December 2014 were presented. The presentation included data on key economic indicators for the years 2013, 2014 and year-to-date 2015. Ms. McGibbon then presented on the Group's Income and Expenditure statements as well as Balance Sheet.

Following the presentation, the audited accounts as at December 31, 2014 were adopted on a motion moved by Mr. Michael Bernard and seconded by Mr. Leo Nesbeth.

Unaudited financial statements for the period January – September 2015

Ms. McGibbon also guided members through the unaudited financial statements up to the end of the third quarter of 2015.

2. Advantum (Port Computer Services)

Audited financial statements to year ended December 31, 2014

Ms. McGibbon presented the audited accounts for Advantum for the year ended December 31, 2014.

There being no questions, the accounts were approved on a motion moved by Mr. Evroy Johnson, seconded by Mrs. Corah Ann Robertson-Sylvester and carried.

Election of Officers

The CEO reminded 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 then the other members of the Managing Committee. The CEO mentioned that only ordinary member companies of the Association were eligible to vote; he reminded that members must be fully paid up in order to exercise the franchise.

The Board Secretary, Mrs. Dionne Mason-Gordon did the roll-call after which the CEO indicated that Mr. Grantley Stephenson and Captain Diedrich Suendermann, despite being absent from the meeting, have both indicated their willingness to serve. Mrs. Corah Ann Robertson-Sylvester moved for Mr. Kim Clarke to be nominated as President, this was seconded by Mrs. Denise Lyn Fatt and carried. Mr. William Brown then nominated Mrs. Denise Lyn Fatt as Vice President, this was seconded by Mr. Michael Bernard and carried.

Mrs. Marjory Kennedy moved for the Managing Committee to be reinstated en bloc and the CEO advised that one member, Mr. Harry Maragh was not offering himself for re-election. A resolution was then put forward for the Managing Committee to be returned, Mr. Maragh excepted. The move was put forward by Mrs. Marjory Kennedy and seconded by Mrs. Paula Pinnock. The motion was carried and the Managing Committee was reinstated, with a vacancy being declared for Mr. Harry Maragh.

Mr. Kim Clarke moved for the nomination of Mr. Olivier Tretout, of Kingston Freeport Terminal Limited (KFTL) to fill the vacant position on the Managing Committee. This was seconded by Mr. Michael Bernard. As there were no other nominations, Mr. Tretout was declared elected. The CEO asked Mr. Tretout to introduce himself to the meeting. Mr. Tretout then gave an introduction, thanked members for the nomination and indicated his willingness to serve on the Managing Committee.

The CEO then congratulated all those elected and turned the meeting over to the re-elected President, Mr. Kim Clarke. The President thanked members on behalf of the entire Managing Committee for the confidence reposed in them to continue for another year.

Appointment of Auditors

The firm PriceWaterhouseCoopers, having indicated willingness to continue as auditors for the Association was re-appointed for 2016 on the recommendation of Deputy CEO Ms. McGibbon. A motion was then moved by Mr. Evroy Johnson and seconded by Mrs. Corah Ann Robertson Sylvester for the reappointment of the auditors and that the Managing Committee be empowered to fix their fees. The motion was unanimously carried.

Any Other Business

Regional Shipping Industry Update

Mrs. Paula Pinnock asked for an update of what was happening in the industry as far as the Caribbean region was concerned. The CEO responded that a presentation was done at the Joint Industrial Council the previous day, which looked at developments in various sections of the Caribbean, new port concessions and new expansions that were being undertaken. He advised that Containerization International had Jamaica as being third to last among the big ports. He added that Mr. Grantley Stephenson of KWL and Mr. Olivier Tretout of KFTL had a lot of work cut out for them, with the help of Government and SAJ members, to get back the Jamaican ports to preeminence. The CEO indicated that he would circulate the presentation to which he made reference.

Adjournment

The Chairman 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 11:00 a.m. on a motion moved by Mr. Evroy Johnson and seconded by Mr. Roger Hinds.

OUR MANAGING COMMITTEE



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, he 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 this 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, Newport Fersan Jamaica Limited and R.S. Gamble Limited, Arnold L. Malabre & Company Limited, SAJ Properties Limited and 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 also serves the shipping industry as a Director of the board of the Caribbean Maritime Institute. An Ex-Officio President of the St. Hugh's High School Past Students Association, Mrs. Lyn Fatt is a graduate of the University of the West Indies with a Bachelor of Arts in Politics and History. She is also 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 and a graduate of the University of the West Indies. Mr. 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 SAJ 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 is the Managing Director of Shipping Services Stevedoring Limited and serves 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.

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

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

A past president of the SAJ, Grantley Stephenson is the Chief Executive Officer of Kingston Wharves Limited. He is also the Immediate Past President of the Caribbean Shipping Association.

He has over 30 years' experience in the shipping industry, spanning Mexico, the U.K. and Jamaica. He was educated in Jamaica at the College of Arts, Science and Technology (now UTECH), the University of the West Indies (UWI), and the University of Plymouth in the United Kingdom. He holds a Master of Business Administration degree (MBA) from the UWI and is a Fellow of the Jamaica Institute of Management.

He has served as Honorary Consul General of the Kingdom of Norway since 1998 and Dean of the Consular Corps of Jamaica. He was conferred with the Order of Distinction, Commander Class in 2007.

Mr. Stephenson is a director of Security Administrators Limited, Harbour Cold Stores Limited, SAJ Property Limited, ADVANTUM, Ports Management & Security Limited and Assessment Recoveries Limited.

**Corah Ann Robertson-Sylvester**

Mrs. Robertson-Sylvester is the Chief Executive Officer of Seaboard 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 SAJ 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 moved 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 including 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.

In executing its role, our Managing Committee applies sound corporate governance which is vital to the activities of the Shipping Association of Jamaica (SAJ) and its subsidiaries.

**Captain Diedrich Suendermann**

Captain Diedrich Suendermann is Operations and Logistics Manager, Central America and Caribbean District for ZIM American Integrated Shipping Services Co. LLC in Miami, Florida having previously served in Jamaica as General Manager 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 of the Lannaman & Morris Shipping (Shipping) Group of Companies.

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 also serves the industry on the Managing Committee of the shipping Association of Jamaica, the General Council of the Caribbean Shipping Association, the Board of Directors SAJ Property Company Limited, Assessment Recoveries Limited, Maritime Authority of Jamaica and is a Trustee of Metro Investment Pension Plan.

He is a graduate of the University of the West Indies, Mona.

**Andre A. Rochester**

Andre Rochester is the Freight Manager at Maritime and Transport Services Limited and is one of the most recently elected members of the SAJ's Managing Committee. Mr. Rochester is also the Chairman of the SAJ's Agents Committee and a trustee of the Maritime Group Pension Fund.

He started his career in shipping in 1982 in a clerical capacity with Terminal Services Limited, a division of Grace Kennedy which operated a fleet of trucks/drivers and a cadre of stevedores on the terminal. After briefly leaving the sector for a stint in Insurance and Real Estate, Mr. Rochester officially signalled his return to the shipping industry by opting to take up a supervisory position at Maersk Jamaica in 1993.

He then served in a supervisory capacity at Transocean before moving on to Maritime and Transport Services, in a similar capacity, ultimately ascending to the position he holds today.

**Olivier Tretout**

Olivier Tretout is the Chief Executive Officer of Kingston Freeport Terminal Limited, concessionaire of the Kingston Container Terminal. An engineer by profession, he studied at the distinguished Ecole Nationale des Travaux Publics de l'Etat in Lyon – where he combined the fields of engineering and financial management – and Ecole Nationale des Ponts et Chaussées in Paris where he obtained a Master in Public Management and Technical Mastery. He is also the holder of a Maritime MBA from Euromed in Marseille.

He began his career in the fields of urban planning and environmental policy and dedicated over twenty years to the French Ministry of Transport, Urban Planning, Environmental Policy and Social Housing, managing multi-million Euro projects.

Olivier joined the CMA CGM Group in 2007 and has steadily developed his expertise in port management and development. Over the years, he has been assigned to oversee and develop key assets in competitive markets in Africa, South America, North America and the French West Indies. He is now immersed in his latest challenge to make Kingston a first-class hub and capitalise on the significant opportunities presented by the expansion of the Panama Canal.



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., B & D Trawling Ltd., Lennox Portland Ltd., Kingston Logistics Centre 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.



Harriat Maragh - Past President, Honorary Member

Harriat Maragh is the Chairman and Chief Executive Officer of Lannaman & Morris Shipping Limited. He is also Chairman of the Kingston Port Workers Superannuation Fund and Metro Investments Limited and a Past President of the Shipping Association of Jamaica.

He serves as a Director on several boards including Kingston Wharves Limited, the Shipping Association of Jamaica Property Limited; Assessment Recoveries Limited, ADVANTUM, the National Cruise Council of Jamaica and is Chairman of Main Events.

Mr. Maragh is a graduate of the Humber College of Applied Arts and Technology in Toronto, Canada and a member of the Institute of Chartered Shipbrokers.



Trevor Riley J.P. - General Manager

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.

Mr. Riley serves as Company Secretary for Advantum, formerly Port Computer Services Limited, and 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 served as a director of the Caribbean Maritime Institute, Marine and Allied Industries Cooperative Credit Union and the Jamaica Quarantine Commission.

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, (IJJ) 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.

President's Report



Dear Colleagues,

I am grateful to the membership for the confidence that you have reposed in me to serve you as President over the last three years. It has been a period of dramatic transition for the industry and for the Association; and we are still evolving. It has also been three years marked by robust and committed service to you, our valued members.

However, no one will deny that it has been a tumultuous three years marked by rapid changes in the global shipping landscape. Not the least of these is the opening of the expanded Panama Canal in June 2016, and how it is likely to change the face of shipping across the globe. Post Panamax ships which are 25 percent longer, 53 percent wider, and whose draft is 23 percent deeper than the current Panamax class ships can now traverse this historic waterway, effectively facilitating the passage of even more cargo along this key shipping route of the Americas. Regional maritime experts agree that it is difficult to accurately predict the benefits, or consequences, of the expansion of the Panama Canal. However, at the very least, the world's shipping lines operational strategies for their global networks are bound to change.

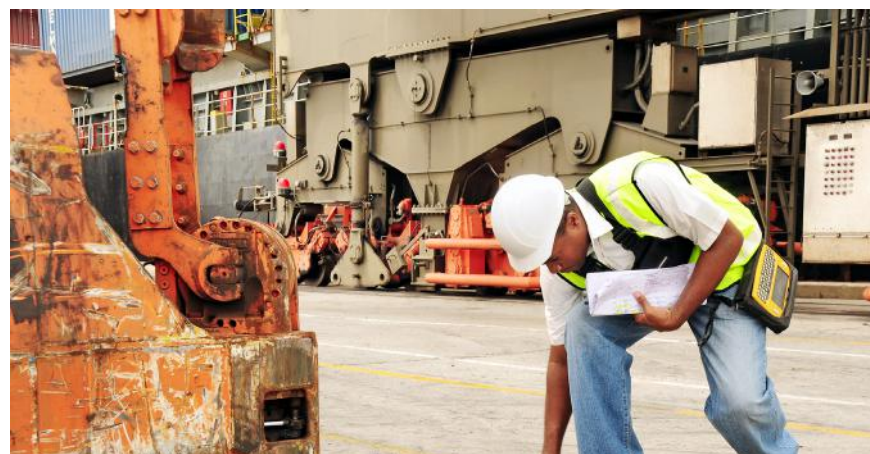
Also, sustained weakness in global trade growth, unrelenting competition, a mismatch in supply and demand, and historically low freight rates have all combined in such a way as to shake up the status quo. Stakeholders everywhere have been forced to cut costs drastically and seek out operating efficiencies wherever such can be found. This has led to carriers and lines continuing to engage in alliances, mergers, acquisitions. We have seen one major Line collapsing. This is a time of rapid-fire transformation and evolution – both operationally and structurally and as such our business has been reduced to a basic game of survival. But survive we shall!

As an Association, we have sought consistently to ensure that we are functioning in the best way possible to the benefit of our members. We have been tasked to determine how we will maneuver to provide additional value given the changes that we have all been experiencing in the global shipping industry over the past year. How do we anticipate the changes coming down the pipeline and provide the appropriate support and representation for our membership, our industry and our employees?

Our response is to strengthen our commitment to the evolution of our operations accordingly as part of a process of continuous change. We must be bold in our vision of what could be, compare it with the lessons from the past, and develop improvements based on the combined experiences of all involved while innovating to keep pace with global trends and stay at the top of our game.

The Japanese have a word for this continuous improvement – Kaizen. It's made up of two characters in Japanese: kai, which means 'change,' and zen, which means 'good.' It's used to describe a company culture where everyone, from the CEO to the front desk clerk, regularly evaluates his or her work and thinks of ways to improve it. The concept is that small steps on a regular basis will lead to large improvements over time.

As an organisation credited with having over 76 years of influencing the growth of shipping in Jamaica, this concept is nothing new to us. We have survived the winds of change because we have long committed ourselves never to rest on our laurels, but continuously to seek ways to improve on our representation of our members at the highest levels and to lobby for legislative and policy changes which will ultimately redound to your benefit.



SHIPPING INDUSTRY MEETINGS WITH PRIME MINISTER & CABINET MEMBERS

This specific objective was demonstrated early in the year as we sought audience with the new Prime Minister and his team on industry matters requiring their earliest acknowledgment and intervention. We were gratified that we could arrange various meetings with the new government administration throughout the year as we sought to intensify our lobbying efforts on various issues pertinent to our sector.

We first secured a meeting with the Honourable Mike Henry, Minister of Transport & Mining on March 18th. At that lunch meeting we engaged in dialogue with the new Minister on a range of issues of significance to the nation and to our industry.



By mid-year we secured a meeting with the Honourable Prime Minister Andrew Holness where we submitted a document setting out the state of our industry. I was proud to lead our team which was most ably represented by our Vice President, Mrs. Denise Lyn Fatt, Immediate Past President, Mr. Roger Hinds, Honorary Member of the Managing Committee, Mr. Charles Johnston, our CEO, Mr. Trevor Riley, Chairman of Kingston Wharves Ltd, Mr. Jeffrey Hall and Chief Executive Officer of Kingston Wharves, Mr. Grantley Stephenson. The Prime Minister agreed to review the brief in depth and be guided where feasible in establishing policy to drive growth in our sector.

More recently, in September, members of the SAJ met with the Minister of Finance, the Honourable Audley Shaw, and other senior members of the Cabinet. The meeting was convened at the request of Honorary Member Mr. Charles Johnston, CD; and the Hon. Danville Walker, OJ, JP, Deputy Chairman of the Trade Board and Chairman of the Customs Advisory Board; and was chaired by Mrs. Patricia Francis, the Chairman of the Trade Facilitation Task Force.

We are very pleased to report that the meeting was very successful and our thanks go out to the many member companies that supported the initiative and particularly to those companies whose representatives journeyed to Jamaica to make presentations.

ENDORSEMENT OF SPECIAL ECONOMIC ZONES ACT

We were pleased to state our support of the bill that will establish the creation of geographical clusters or Special Economic Zones (SEZs) under Jamaica's Global Logistics Hub Initiative.

The new SEZ Act passed in Parliament on December 2, 2015, repealing the Jamaica Export Free Zones Act and providing for the development, regulation, construction, supervision, management, and control of Special Economic Zones in Jamaica. We are lobbying to lend our support to the creation of SEZ Regulations, which are necessary to implementation of the main Act.

In the wake of our last annual general meeting, the association vocalised its support of the essence of the SEZ Act and its potentially transformative effects on shipping and logistics businesses as well as the Jamaican economy. While this bill will not address all the deficiencies in the Customs Amendment Bill of 2015, it will provide some of the elements that were lacking in that proposed law.



IMO CONTAINER WEIGHT VERIFICATION CAMPAIGN

As part of a campaign to sensitise our stakeholders and prepare them for the July 1 implementation of the International Maritime Organisation (IMO) Convention on the Safety of Life at Sea Container Weight Verification Requirements, the SAJ engaged various stakeholder groups across varied platforms. The Association actively facilitated the Maritime Authority of Jamaica (MAJ) in disseminating the relevant information through face-to-face meetings, media publication, printing and distribution of critical information.

This was intended to build awareness among the sector's key stakeholders, specifically SAJ's partners about the pending regulatory changes, the attendant requirements, implementation and impact. This included non-government organisations including the Private Sector Organisation of Jamaica, the Jamaica Exporters' Association, the Jamaica Chamber of Commerce and the Jamaica Manufacturers Association.

HEART TRUST/NTA TRAINING AND CERTIFICATION SUPPORT

If we are to continue to be successful in this business, then all partners – workers, owners, agents, terminals, stevedoring companies and others – must share our vision of a port and of an industry which is a vital part of the global logistics chain. We must see ourselves as having a world-class service level agreement with our global clientele, firstly through the shipping lines that call our ports, but most importantly to the global consumers whose goods and materials pass over our ports.

We at the SAJ have done much over the past year to promulgate this ideal. It is no coincidence that we have done our utmost to ensure that our workers are provided with the type, levels and quality of training required to compete equally on the same stage with their international counterparts. It also speaks to our persistent drive to uncover ways to evolve and seize hidden opportunities to improve on our value proposition.

Your Association has continued to make a meaningful contribution to the Port of Kingston in the primary area of service, which is the provision of a highly skilled stevedore workforce. Our SAJ TVET programme continued to ensure that



Stevedores maintain consistently high quality and productivity levels, allowing the SAJ to provide world-class trained and certified skilled workers to the constituent members of the Association. Under this programme, fifty (50) Stevedores received certification and successfully graduated from SAJTVET Stevedoring Foundations Skills, Level 1 programme in March this year. Cohort VI with a total of Twenty-Five (25) Stevedores commenced training in Stevedoring Foundation Skills Level 1 Programme in July and are currently preparing for certification exams.

Also of note, the Association's Accredited Training Organization (ATO) status was renewed by the National Council of on Technical and Vocational Education and Training (NCTVET) following an audit exercise. Accredited status lasts for four (4) years, commencing May 18, 2016 through to May 18, 2020.

With regards to the competitiveness of the local shipping industry, our highly-skilled workers, and the industrial climate that we have created, continue to enhance the viability of the Port of Kingston. The SAJ is proud of our contribution toward making our Port a modern, state-of-the-art facility.

PEOPLESOFT HRIS GO-LIVE

The SAJ launched its Human Resource Management Information System (SAJ PeopleSoft) on July 1, 2016 by allowing all SAJ employees access.

SAJ PeopleSoft, a single intelligent system has streamlined and strengthened the provision of HR services across the SAJ group by automating manual transactional processes thus facilitating efficient storage, retrieval and tracking of critical employee data.

IMPLEMENTATION OF A NEW PORTWORKER PAYROLL APPLICATION

The SAJ this year recognised a milestone with the implementation of a new port worker payroll application. The new application was built by Advantum to replace the previous one developed on the AS400 in the 1980s. Both the Finance and Advantum teams spent much time and late hours to make this a reality and we thank them for their dedication. The system was implemented in January and has brought several improvements to our internal processes.

CORPORATE SOCIAL RESPONSIBILITY PROJECTS

As part of our mission to encourage wellness and to support the education of youth in the communities we serve, the association successfully mounted a third Shipping Industry 5k Road Race. The shipping and logistics business district of Newport West welcomed hundreds of enthusiastic runners and walkers from across the Corporate Area and beyond.

As in previous years, part proceeds from this charity run/walk went to the SAJ's adopted basic school, the Marcus Garvey School, located in nearby Greenwich Town. The staff of the SAJ voluntarily funds a feeding programme for the students with monthly deductions from their wages. The school is also sponsored by the SAJ, which pays teacher salaries, in addition to periodic capital costs.

WORKPLACE WELLNESS

The second staging of the SAJ Wellness Expo in September was highly commended by stakeholders from the shipping industry who benefitted from the vast array of information, products and services offered.

SHIPPING INDUSTRY ESSAY COMPETITION

The Association mounted the Shipping Association of Jamaica Essay Competition in July, which encouraged employees of member companies to write an essay about Jamaica's competitive challenges in relation to growth of our Maritime sector.

Congratulations are in order for Wayne Scott of Lannaman and Morris Shipping. The judges found that his entry demonstrated sound knowledge of the sector, the challenges and the opportunities that exist.

The prize was an opportunity to attend the Caribbean Shipping Association's AGM, Conference and Exhibition which was held October 17 – 19, 2016 at the Hyatt Regency in Trinidad & Tobago, as part of the SAJ delegation.

LOSS OF INDUSTRIAL RELATIONS STALWART

Jamaica, the shipping industry, and the trade union movement lost a patriot, an outstanding negotiator and nation-builder in Bustamante Industrial Trade Union stalwart Alvin Sinclair. Mr. Sinclair epitomised the essence of progressive unionism, which holds that only a profitable industry and company can provide employees with decent compensation and opportunities to improve themselves and their standards of living.

He travelled worldwide on personal and union matters and made it his business to visit ports on different continents to benchmark systems of work and working conditions of port workers. He used this knowledge well in his deliberations at the Joint Industrial Council (JIC) and was an active negotiator at the time of his passing. The SAJ continues to mourn his loss.

CONCLUSION

As we continue to be active participants in ensuring that Jamaica's shipping industry remains competitive and viable for the long haul, I must thank all our stakeholders – our employees, members and industry partners for your dedication to this mission. With your continued support, the SAJ has created for itself a creditable track record over the decades underpinned by innovation, efficiency and responsiveness. We have spent the last year re-examining our infrastructure and operations to ensure that we have the correct matrix to ensure our ongoing transformation to meet the challenges of modern maritime logistics. Our commitment to you is that the Association will continue to be used as a vessel to demonstrate what perseverance, creativity, sound business practices driven by a highly developed team can accomplish for you and your enterprises.



Members of the Managing Committee of the Shipping Association of Jamaica (SAJ) join Minister of Transport and Mining Mike Henry for a photo after a special luncheon held by the association to share industry concerns and ideas on the future of maritime transport and logistics in Jamaica. **From left:** Directors of the Shipping Association of Jamaica (SAJ) Group join Minister of Transport and Mining Mike Henry for a photo after a special luncheon held by the association to share industry concerns and ideas on the future of maritime transport and logistics in Jamaica. **From left:** Group CEO Trevor Riley and Directors Olivier Tretout, Andre Rochester, Captain Diedrich Suendermann, Grantley Stephenson, Michael Bernard, Robert Kinlocke, Harriat Maragh, Corah Ann Robertson-Sylvester, Mike Henry, Denise Lyn Fatt (vice president), William Brown, Charles Johnston and Roger Hinds.



From left: Rob Rosenberg - NTELX, INC., SAJ Managing Committee member- Andre Rochester, O'Neil Hamilton CARICOM's Regional Coordinator for the implementation of United Nations Security Council Resolution 1540 (which seeks to prevent the proliferation of weapons of mass destruction), Martine Bramwell, Lannaman & Morris (Shipping) Limited, George Daley of Carib Star, Andrea McGibbon – Deputy Group Chief Executive Officer – SAJ.

The SAJ has, and will continue to play a pivotal role in harmonizing the Jamaican shipping industry into an integrated community. Collectively and individually I am proud that our MC members' expertise and insight are widely sought after and feel moved to mention here that Vice President Mrs. Denise Lyn Fatt, Immediate Past President Mr. Roger Hinds and MC Member Mrs. Corah Ann Robertson-Sylvester were appointed Directors of the Board of the Caribbean Maritime Institute (CMI). Also, Mr. William Brown and Mrs. Corah Ann Robertson-Sylvester now serve as Members of the Board of the Maritime Authority of Jamaica. The Board is chaired by Mrs. Robertson-Sylvester. Additionally, Honourable MC members Messrs. Harry Maragh, Charles Johnston, along with our CEO, Mr. Trevor Riley were inducted into the CMI Hall of Fame at its graduation in November 2015. Mr. Michael Bernard was appointed as a member of the Quarantine Authority for a period of three years with effect from July 25, 2016. Again, we say congratulations.

I am fortunate to have dedicated and committed members willing to serve on the Managing Committee, its various Committees and Sub-Committees. I wish to take this opportunity to thank each of you for your hard work, dedication and support in promoting the interests of the SAJ.

My heartfelt thanks to our Group CEO Mr. Trevor Riley and his team who continue to dedicate themselves wholeheartedly to the mission of continuous improvement of service standards for our members and clients. There are still some challenges ahead of us, but I have confidence that as an Association we will continue to create solutions that deepen and strengthen the SAJ's relevance to our industry as we forge ahead into the future.

In the following pages, you will read additional information about the work of the various departments of the Association since the last Annual General Meeting. We stand ready to respond to any queries that you may have on any issue concerning the business of the Association.

Yours sincerely,
Kim Clarke
President



SAJ Managing Committee member and head of Transocean Shipping Roger Hinds adds to the discussion among exporters and Shipping lines at the SAJ/JEA Forum.

OUR LEADERSHIP TEAM



Andrea McGibbon White
Deputy Group CEO and COO of Advantum

Mrs. Andrea White joined the team at the SAJ in 2008 as Chief Financial Officer. In 2014, she was promoted to the position of Deputy General Manager/Deputy Group Chief Executive Officer and is now also Chief Operations Officer of ADVANTUM.

A Certified Public Accountant, she has over fifteen years of experience in financial and strategic management. An innovative and driven accounting professional, Andrea leads the business planning, accounting and budgeting functions of the SAJ Group while maintaining effective internal controls and financial procedures to safeguard the assets of the association and mitigate risks.

Prior to joining the SAJ, Mrs. White worked in the insurance industry where she served in key managerial positions including Financial Planning and Expense Control, Management Accountant and Supervisor-Budgeting and Cash Flow.

A graduate of the University of the West Indies, she holds a Masters and a Bachelor of Science Degree in Accounting.



Raymond Hernandez
Group Financial Controller

Three-time winner of the Policeman of the Year award, Raymond Hernandez made a sterling contribution to the community relations portfolio of the Jamaica Constabulary Force (JCF) before embarking on his career as an Accounting professional.

Raised by a father who also served the JCF, Hernandez entered the 'family business' after graduating from Ardenne High School in 1993. While serving the JCF he decided to pursue further studies and discovered he was a natural at accounting and enrolled at the University of the West Indies where he earned his bachelor's degree with honours in accounting and management studies. He later completed a master of science degree in accounting.

After serving his country for 11 years, Hernandez made the decision to pursue employment in corporate Jamaica. He obtained employment in the financial sector in 2006 and spent the time mastering his skills prior to joining the Shipping Association of Jamaica (SAJ) as financial controller (FC) in November 2014. A member of the Institute of Chartered Accountants of Jamaica, he was appointed Group Financial Controller in February 2016.



Terrence Brooks
Human Resources Manager

Terrence Brooks joined the association in 1995 as Recruiting Clerk. He is a second generation employee of the SAJ following in the footsteps of his father, Rudolph Brooks, who was one of the Association's most noteworthy and influential stevedores.

Mr. Brooks is a proven high performer who received successive promotions before being accorded full responsibility for all Human Resource Management and Development functions in the SAJ and associated companies. He was previously Manager, Labour Planning and Deployment, Recruiting Supervisor and Senior Operations Officer.

A specialist in labour planning and a practised data analyst, Mr. Brooks has direct responsibility for the management and deployment of a pool of close to 600 stevedores and specialist workers to the Port of Kingston as well as for a team of 16 administrative staff. His experience encompasses areas of trend forecasting, industrial relations, strategy development and planning.

A Kingston College Old Boy, Mr. Brooks has certification in supervisory management and industrial relations and is currently pursuing advanced studies in the field of business administration.



Dionne Gordon

Operations Manager, Property and Administration

Mrs. Dionne Gordon has served the SAJ for 30 years. She joined the Association as secretary to the Deputy Training and Welfare Manager in 1986 and served several managers, including successive General Managers. In 2009, she was promoted to the post of Property and Executive Services Officer and in 2010, became the Operations Manager, Property and Administration.

Mrs. Gordon is a results-oriented professional, with training in strategic planning, managing projects and operations. She has a proven record of success in planning and executing large meetings, conferences and events. At present, she also assists the Caribbean Shipping Association as the manager of two annual conferences.

She holds a Master of Business Administration with a specialisation in Strategic Planning and a Bachelor of Arts Degree in Business and Finance from Heriot Watt University in Scotland. She is also the recipient of an Associate of Science Degree in management from the University of the West Indies.



Fiona Hall

Operations Manager, Finance

The Operations Manager, Finance, Miss Hall has over 15 years' experience in accounting. She has been with the SAJ since 2002, and provides training at the entry level for new staff while overseeing and monitoring the daily accounting and finance operations of SAJ and its subsidiaries.

Her areas of expertise include: accounts and financial operations, management accounts, cash flow control, financial analysis, budget preparations and payroll and taxes.

Ms. Hall holds a Master of Business Administration, Finance from Manchester Business School and a Bachelor of Social Science, Accounting and Management Studies from the University of West Indies, Mona.



Janice Budd

Operations Manager – Communications & Member Services

Ms. Budd came to the SAJ in April 2015 having served as a journalist and communications professional for 24 years. She joined the Association's Secretariat after a stint in banking at National Commercial Bank where she served as its Corporate Communications Officer.

She brings her vast experience in Television, Radio, Print and New Media/Web content and well honed Editorial, Scriptwriting and Speechwriting skills to her role, having worked as Editor of the Sunday Observer, Radio News Editor with the RJR Communications Group, and producer/reporter/presenter at TVJ, CVM TV and JBC TV.

Ms. Budd holds a BA in Media and Communications from CARIMAC, UWI, Mona and a diploma in Marketing, UWI.



Sophia Johnson

Operations Manager - Recruiting and Safety

Ms. Johnson recently joined the SAJ making her the first female to hold this position. Her responsibilities include the overall management of the SAJ's Recruiting Centre which is the hub through which labour is requested and efficiently and effectively supplied to port operators.

Passionate about human capital, she is a seasoned Human Resource Professional who has held various Human Resource positions primarily in the manufacturing sector throughout her 7-year professional career.

Ms. Johnson holds a Post Graduate Diploma in Human Resource Management from the Management Institute for National Development where she achieved the top performer award for 2013 and a Bachelor of Social Science (Hons) in Human Resource Management from the University of West Indies, Mona.



Dorraine Wright

Operations Manager – Human Resources and Training

Joining SAJ's HR Team in 2016 as The Operations Manager, HR & Training, Ms. Wright has oversight for the SAJ training activities as well packaging developmental programs which will benefit the shipping industry.

She has nine and a half years' experience in initiating, planning and executing strategies that deliver superior results. Her broad experience includes work in benefits, employee relations, talent acquisition and management. She has experience in various industries including financial services and insurance.

Ms. Wright earned her Master of Science Degree in Human Resource Development and a Bachelor of Social Science, Psychology and Human Resource Management from the University of West Indies, Mona. She subscribes to the philosophy that an alignment between productivity and personal satisfaction must exist for any company's success.

HUMAN RESOURCE DEVELOPMENT

PROFESSIONAL DEVELOPMENT

The Shipping Association firmly supports the notion that investing in human capital is essential to business success and continuity. Over the years the Association has committed to the continuous development of our employees and as such a total of ten (10) administrative staff participated in training programmes at various organizations. The Association aims to develop and nurture talent by preparing employees for growth while supporting our strategic objectives. In keeping with a desire for total development of the employee, an internal workshop on Personal and Business Enrichment benefitted an additional 25 employees.

TRAINING SEMINARS ATTENDED BY ADMINISTRATIVE STAFF

- HR Analytics for Business and Business Strategy & Growth
- Minute Writing and Note Taking Workshop
- Digital Transformation Workshop
- Industrial Relations Training
- Taxation Seminar
- Suicide Prevention Seminar
- Pension Seminar: Mandatory Pension and Averting the Looming Retirement Crisis.
- PeopleSoft Sensitization Workshop

PEOPLESOFT HRIS GO-LIVE

The SAJ launched its Human Resource Management Information System (SAJ PeopleSoft) on July 1, 2016 by allowing all SAJ employees access. SAJ PeopleSoft, a single intelligent system has streamlined and strengthened the provision of HR services across the SAJ group by automating manual transactional processes thus facilitating efficient storage, retrieval and tracking of critical employee data.

SAJ-CSJP APPRENTICESHIP PROGRAMME

Through a partnership between the Association and the Citizen Security and Justice Programme (CSJP), twenty-nine (29) new stevedores participated in the SAJ's Apprenticeship Training Programme between October and November 2015. The Apprenticeship Programme is designed to introduce new stevedores to the fundamentals of port work, competence in lashing and unlash techniques, safety and security and an understanding and appreciation for their roles and responsibilities as Stevedores.

SAJ TVET TRAINING PROGRAMME

SAJ TVET programme aims to ensure that Stevedores maintain consistently high quality and productivity levels. This program allows the SAJ to provide world class trained and certified skilled workers to the constituent members of the Association. Fifty (50) Stevedores received certification and successfully graduated from SAJTVET Stevedoring Foundations Skills, Level 1 program on March 2, 2016. Cohort VI with a total of Twenty-Five (25) Stevedores commenced training in Stevedoring Foundation Skills Level 1 Programme on July 11, 2016 and are currently preparing for certification exams.

HEART TRUST/NTA TRAINING AND CERTIFICATION SUPPORT

The Association's accreditation status was renewed by The National Council of on Technical and Vocational Education and Training (NCTVET) following an audit exercise. Accredited status lasts for four (4) years, commencing May 18, 2016 through to May 18, 2020. The SAJ is an Accredited Training Organization (ATO) for the following programmes:

- Stevedoring Foundations Skills - NVQ-J Level 1
- Warehousing Operations (Assessment Only) - NVQ-J Level 1 (New)
- Stevedoring Operations (Assessment Only) - NVQ-J Level 2
- Warehousing Operations (Assessment Only) - NVQ-J Level 2 (New)
- Stevedoring Operations (Assessment Only) - NVQ-J Level 3
- Warehousing Operations (Assessment Only) - NVQ-J Level 3 (New)



Guest speaker Janice Robinson Longmore, Deputy General Manager – JN Fund Managers poses with the SAJ/NCTVET - level one stevedore graduates.

NCTVET ASSESSOR CERTIFICATION

During the period under review one SAJ employee successfully completed the HEART Trust/NTA VDTI Assessor Training Programme and was certified in February 2016.

TRAIN THE TRAINER PROGRAMME

Two core trainers in SAJ' Accredited Stevedoring Foundations Skills Programme successfully completed the "Train the Trainer" course offered by the Management Institute for National Development (MIND) in March 2016.

SAFETY CAGE & HEIGHT TRAINING

Seventy-three (73) employees received Safety Cage and Height training during the period May 16-24, 2016. This training is critical to operational efficiency while adhering to Safety Rules and Regulations.

CONVERSATIONAL MANDARIN COURSE

Through a partnership between Shipping Association of Jamaica and the Caribbean Maritime Institute School of Advanced Skills, a course in basic Mandarin was offered to employees of the shipping industry, classes were held at the Association's offices.

WELLNESS SEMINAR

The Occupational Health Unit arranged and delivered a wellness seminar on May 25. Nineteen (19) employees, both administrative and port workers participated in the event which focused on Hypertension, Diabetes and other lifestyle diseases in addition to

a presentation on proper manual handling techniques as well as occupational hazards.

ADVANCED DRIVER TRAINING

Five (5) SAJ employees attended an Advanced Driver Training course on June 2016. This was the first step in preparing a group of internal trainers to design and deliver an in-house driver training solution for car vessel activities.

SAJ' SUMMER INTERNSHIP PROGRAMME

Through partnerships with various institutions, fifteen (15) students benefitted from a summer internship programme. The exercise was designed to provide students with real world experience through their placement and participation in key business activities at the Association.

SIMULATOR TRAINING FOR THE INDUSTRY

The SAJ is poised to expand its training offering to its local industry partners and regional entities with the introduction of its own suite of training simulators. We currently evaluating the purchase of a training simulator that will add versatility to our programs by offering training in ship to shore, mobile harbour and pedestal cranes as well as straddle carrier and reach stacker operation. An evaluation team visited Montreal, Canada in September 2016 in order to explore the capabilities of the two simulators that are currently under review.

INDUSTRY TRAINING

As part of its mandate to provide training for the Industry, the Association is currently offering Intermediate and Advanced level training in Microsoft Excel. Twenty employees from a member company are currently participating in training course that is delivered in the evenings on weekdays and also on Saturdays and Sundays.

CORE HR

EDUCATION ASSISTANCE

The SAJ continues to support educational initiatives for staff under our education assistance policy. Six employees benefitted from the programme in 2016:

1. One employee pursuing professional certification
2. Four employees pursuing a bachelor's degree
3. One employee pursuing a master's degree

EDUCATION ASSISTANCE FOR CHILDREN OF STAFF

For the 2016/2017 academic year a total of 167 students were granted education assistance by the Association. The breakdown is as follows:

Category of Staff	Education Assistance
Stevedore	43
Supplemental Labour Pool	80
Administrative Staff	44

SAJ HOME ASSISTANCE INITIATIVE

The SAJ continues to partner with C&WJ Co-operative Credit Union to enable eligible staff members to access loans to facilitate home purchases. For the period under review the SAJ assisted six (6) employees with purchasing homes, while another five employees were assisted by way of home improvement loans.

INDUSTRIAL RELATIONS

The Joint Industrial Council (JIC) meetings are held on the last Wednesday of each month. The Council invited Guest Speakers in an effort to stimulate thought and stir robust discussions on labour related and national issues among council members. The following speakers presented on the topics highlighted:

- Trevor Riley - SAJ Group CEO, presented on the "Port of Kingston and its Competitors".
- Camille Scott - Attorney-at-Law, presented on "Estate Planning".
- Janice Robinson Longmore - Deputy General Manager, JN Funds Managers, presented on "Planning for Retirement".
- Handel Emery - Cardiologist, Winchester Surgical and Medical Institute delivered a presentation on "Coronary Artery Disease".
- Ealan Powell - Assistant Commissioner of Police, presented on "Crime and Violence".
- Honourable Shahine Robinson, Minister of Labour and Social Security, discussed the relevance of the JIC and commended the Council for its achievement.
- Ayana Thomas - Attorney-at-Law, Partner, Nunes Scholefield Deleon & Company presented on the "Sexual Harassment Bill".
- John Jackson - Chartered Accountant, presented on "Personal and Business Enrichment".
- During the period under review the JIC and the Trade Union movement mourned the loss of four (4) stalwarts: Mr. Clive Dobson (NWU), Mr. Roosevelt Walker (UPSWU), Mr. Hopeton Caven (TUC) and Mr. Alvin Sinclair (BITU). Mr. Alvin Sinclair and Mr. Roosevelt Walker were active members of the Council when they passed.

CONTRACT NEGOTIATIONS

The Unions' BITU, UPSWU and TUC started negotiations with the SAJ on August 8, 2016. The workers submitted Claims for the new contract period commencing November 1, 2016. Negotiations are in progress and claims are under review.



SAJ's Worker of the Year



SAJ's Worker of the Year and Worker of the 4th Quarter – Donovan Taylor



Chairman of the JIC, Condell Stephenson hands a coffee table book featuring the history and contributions of the Shipping Association of Jamaica (SAJ) to Minister of Labour and Social Security, Hon. Shahine Robinson during a special sitting of the Council



Labour Minister meets with Joint Industrial Council (JIC) and Shipping Association of Jamaica (SAJ) l-r: Granville Valentine, General Secretary, NWU, Permanent Secretary in the Ministry, Colette Roberts Ridsen, Michael Bernard, SAJ Managing Committee Member, Minister of Labour and Social Security, Hon. Shahine Robinson, Trevor Riley, Group CEO, SAJ, Condell Stephenson, JIC Chairman, Gresford Smith, Labour Relations Consultant, Ministry of Labour and Social Security.



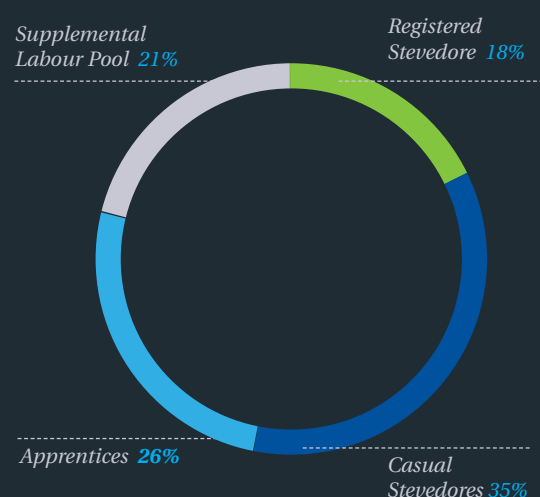
SAJ Stevedores (from left) Milton Trowers, Aseem Allwood and Andre Hamilton in animated discussion with Chartered Accountant John Jackson, following his presentation to the Joint Industrial Council on "Personal and Business Enrichment".

As at July 31, 2016, seventy (70) straddle operators, 4 crane operators and ten (10) stacker operators from the K Pool, six (6) crane operators and one (1) straddle operator from the A-pool terminated their contracts with the SAJ to take up employment at KFTL. Additionally, on August 31, 2016 six (6) straddle and (5) crane trainee operators graduated and terminated their contracts to take up employment at KFTL.

LABOUR STRENGTH AS AT SEPTEMBER 30, 2016

Fig. 1

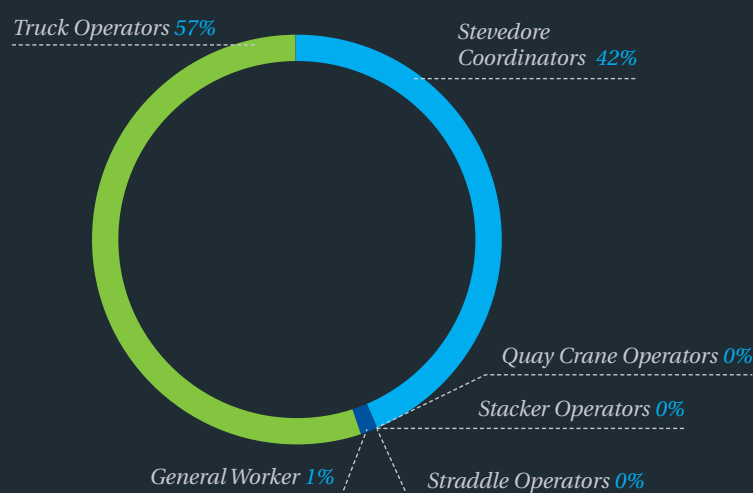
LABOUR STRENGTH AS AT SEPTEMBER 30, 2016	
CATEGORY	TOTAL
Registered Stevedores	61
Casual Stevedores	115
Apprentices	85
Supplemental Labour Pool	70
GRAND TOTAL	331



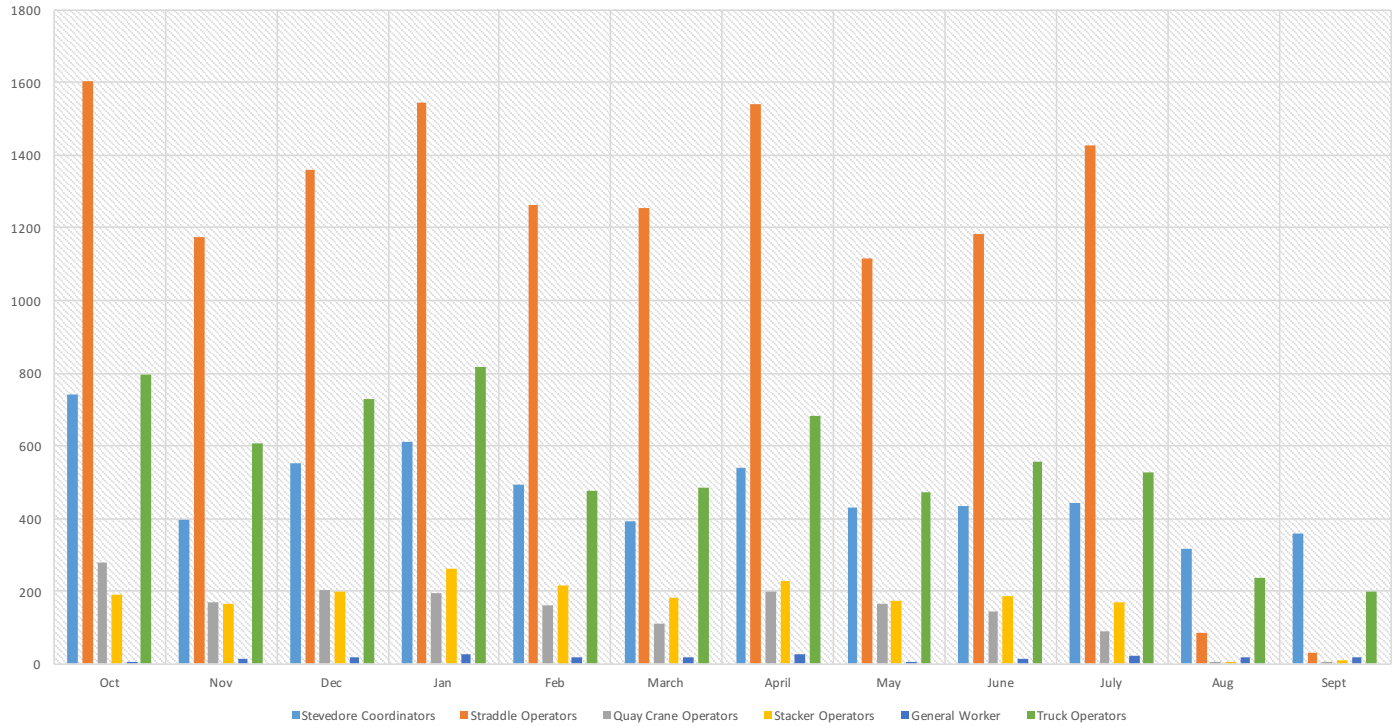
LABOUR STRENGTH AS AT SEPTEMBER 30, 2016

Fig. 2

SPECIALIZED LABOUR STRENGTH AS AT SEPTEMBER 30, 2016	
CATEGORY	TOTAL
Stevedore Coordinators	29
Straddle Operators	0
Quay Crane Operators	0
Stacker Operators	0
General Worker	1
Truck Operators	40
GRAND TOTAL	70

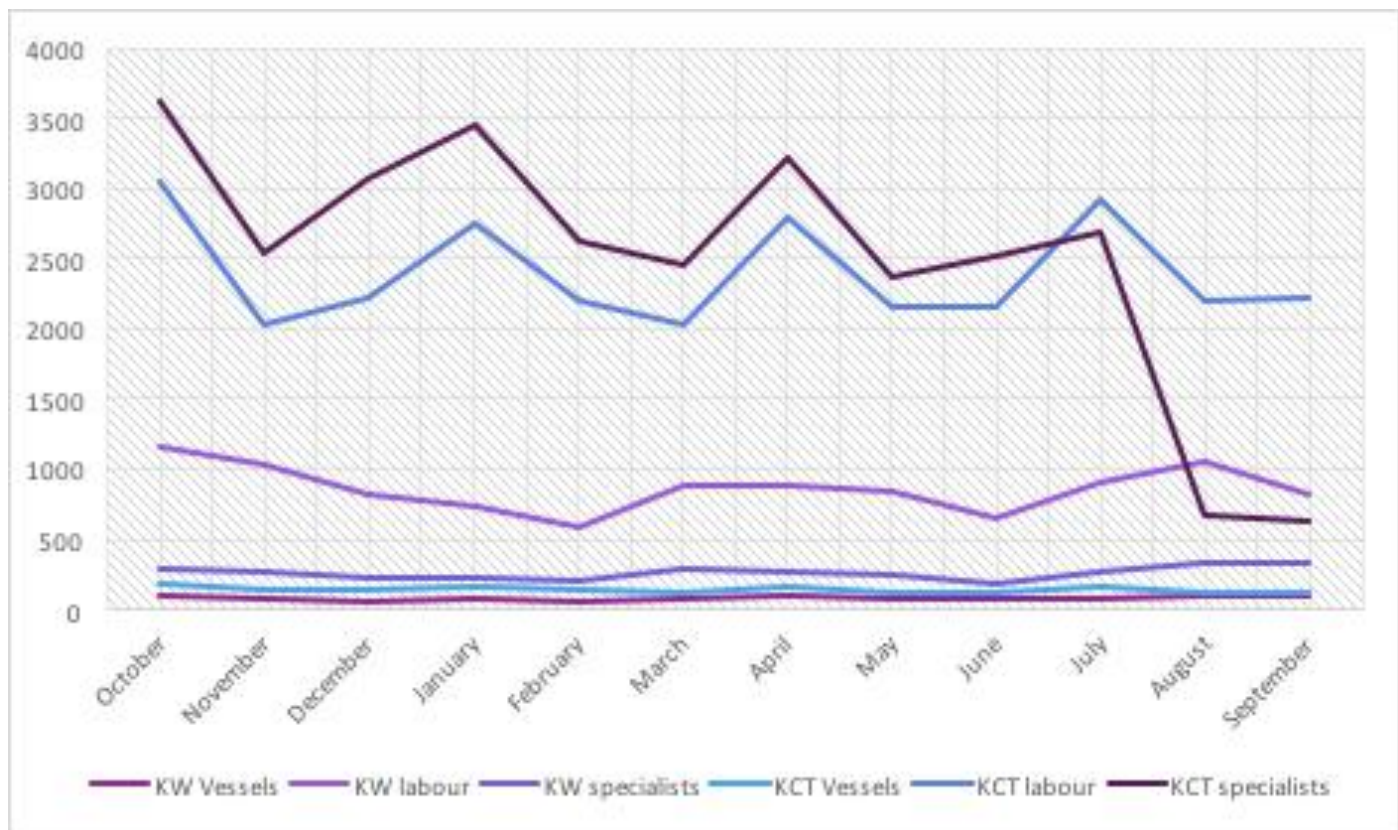


MONTHLY SPECIALIZED LABOUR USAGE OCTOBER 2015 - SEPTEMBER 2016													
	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Total
Stevedore Coordinators	741	398	554	609	492	393	540	432	436	443	318	357	5713
Straddle Operators	1602	1174	1358	1543	1261	1252	1541	1116	1182	1428	86	31	13574
Quay Crane Operators	278	170	202	196	162	112	200	166	146	90	8	2	1732
Stacker Operators	192	165	200	264	218	182	230	173	187	170	6	11	1998
General Workers	7	14	20	26	20	19	25	5	15	24	19	20	214
Truck Operators	796	608	727	816	478	487	684	472	558	527	238	201	6592
	3616	2529	3061	3454	2631	2445	3220	2364	2524	2682	675	622	29823



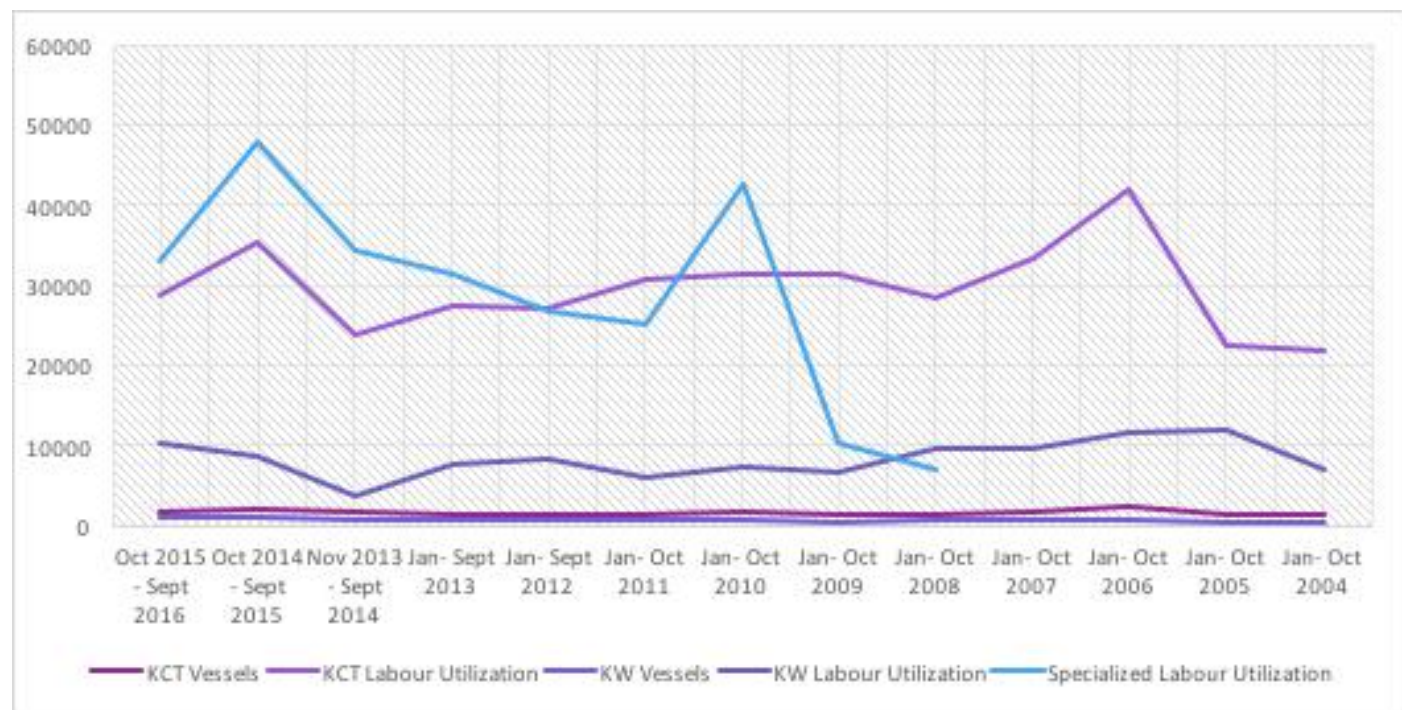
MANNING LEVELS

MANNING LEVELS: OCTOBER 2015 - SEPTEMBER 2016											
	KW				KCT/KFTL				KW, KCT/KFTL		
	KW Vessels	KW labour	KW specialists	Total	KCT Vessels	KCT labour	KCT specialists	Total	Vessels	Stevedores	Specialists
October	99	1157	287	1444	183	3051	3616	6667	282	4208	3903
November	85	1025	260	1285	133	2025	2529	4554	218	3050	2789
December	62	814	220	1034	148	2225	3061	5286	210	3039	3281
January	73	728	233	961	171	2742	3454	6196	244	3470	3687
February	66	582	199	781	131	2192	2631	4823	197	2774	2830
March	84	888	298	1186	127	2032	2445	4477	211	2920	2743
April	93	892	263	1155	166	2785	3220	6005	259	3677	3483
May	81	843	241	1084	127	2153	2364	4517	208	2996	2605
June	67	659	174	833	124	2164	2524	4688	191	2823	2698
July	87	906	258	1164	160	2916	2682	5598	247	3822	2940
August	105	1062	327	1389	125	2192	675	2867	230	3254	1002
September	92	823	327	1150	126	2226	622	2848	218	3049	949
	994	10379	3087	13466	1721	28703	29823	58526	2715	39082	32910



LABOUR SUPPLIED

SHIFTS SUPPLIED 2004 -2016					
Year To Date	KCT Vessels	KCT Labour Utiliza- tion	KW Vessels	KW Labour Utilization	Specialized Labour Utilization
Oct 2015 - Sept 2016	1721	28703	994	10379	32910
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	



OCCUPATIONAL HEALTH AND WELLNESS



STEVEDORES AT 5K
SAJ Staff headed to the starting line at the Shipping Industry 5K.



SAJ 5K WARM UP
SAJ Managing Committee Member and CEO of Seaboard Jamaica Corah Ann Robertson Sylvester warming up with participants ahead of the Shipping Industry 5K Road Race

OHN DEPARTMENTAL VISITS

A total of 1,197 individuals were seen, treated and/or assessed by the Occupational Health Department of the SAJ; in addition, ninety (90) tenants' employees were seen and treated by the OHN during the period under review.

HEALTH AND WELLNESS COMMITTEE

The SAJ made a smart investment in the health and productivity of our people. The committee establishes continuity, motivation, and broad ownership of programs that communicate healthy lifestyle. They plan, promote, and implement various programs to the benefit of our employees. The following monthly activities were staged:

Date	Events
January 2016	Worship Session
February 2016	Celebrating the Cultures Stretch and Water Day! Culture Exhibition: Fruit and Vegetable Juice Day International Culture Day
March 2016	Stretch Days with JAMFIT
May 2016	Express Yusef Selfie Day Stretch Day Wig and Glasses day
July 2016	Games Evening
August 2016	Emancipendence Celebrations
September 2016	SAJ's Wellness Expo 2016



SAJ FOOTBALLERS WIN
Saj footballers win industry Wellness Cup



SAJ SIGMA RUN
Team SAJ representing at SIGMA 5K



SPA ROOM
The Spa room at the SAJ Wellness Expo



CPR TRAINING
XXXXXXX

ANNUAL AND TRIENNIAL MEDICALS

For the period October 2015 to September 2016, 101 SAJ employees completed medicals at a cost of \$3.2m.

Category	# of Persons	Eye Examination \$ per visit	Hearing Examination \$ per visit	X-Rays \$ per visit	Blood Work \$ per visit	Total
R- Men	61	\$244,000	\$183,000	\$799,100	\$731,950	\$1,958,050
J-Men	15	\$60,000	\$45,000	\$195,500	\$150,750	\$451,250
A-Men	8	\$32,000	\$24,000	\$104,800	\$80,400	\$241,200
L-Men	17	\$68,000	\$51,000	\$222,700	\$170,800	\$512,550
Canteen Staff	4	0	0	0	\$21,200	\$21,200
Admin. Staff	5	0	0	0	\$26,500	\$26,500
GRAND TOTAL	101	\$404,000	\$303,000	\$1,322,100	\$1,181,600	\$3,210,750

RETIREE VISITS

The OHN visited forty-five (45) SAJ retirees. The retirees benefited from blood pressure and blood glucose level checks; they all received advice on medical conditions, diet, physical activity and prescriptive drugs as well as energy conserving ways to care for themselves and their surroundings.

The visits are beneficial to SAJ retirees and will continue as a part of SAJ's outreach program.

COMMUNICATIONS, MEMBER SERVICES AND COMMUNITY OUTREACH

“ Our corporate social responsibility (CSR) programme promotes a vision of business accountability to a wide range of stakeholders within the communities we serve with a focus on wellbeing of employees, the community and civil society in general, both now and in the future.

Agents' Committee

The SAJ Agents' Committee had its usual busy slate of activities in 2016. Mrs. Denise Lyn Fatt announced that after almost five years as chairperson of the Agents' Committee she was resigning and she would be succeeded by her deputy chairman Mr. Andre Rochester as of April 1, 2016.

Soon thereafter Mrs. Anna Hamilton began serving as deputy chairperson. Increasingly, this committee seeks to recommend changes and enhancements to processes and procedures within the SAJ and the wider shipping community and in doing so has represented the association as a major arm in discussions with external partners. The Shipping Association facilitated the work of the agents by representing them or facilitating their representation on industry-related meetings and as members of various committees.

Accordingly, the SAJ represented the agents at the National Committee on Trade Facilitation as it began its discussion about establishing a National Single Window for trade transactions. The two-day workshop was conducted by The World Bank, by United Nations Conference on Trade and Development (UNCTAD) and the ITC. The workshop commenced the preparatory work for Jamaica's trade portal and single window projects. It also contemplated the scope and level of technical assistance required by border agencies with a view to conducting training workshops in the future.

Automated System for Customs Data

The past year since the last annual report has been hallmarked as the main implementation period for most modules of the

Automated System for Customs Data (ASYCUDA). ASYCUDA World, the system developed by UNCTAD to digitally manage a country's customs' operations has been touted by the Jamaica Customs Agency (JCA) as its best option to “go paperless”. In doing so the JCA caused the UNCTAD Team to go further in the development of the system than it ever has in other customs' jurisdictions where it is in use. As the JCA sought to align itself with other mandates, more demands were made of the UNCTAD team.

The Agents' Committee established an ASYCUDA working group to monitor the progress of implementation and minimize shocks to the business processes of SAJ members. Although the ASYCUDA team was willing to meet with the working group, diligence in implementing even agreed on recommendations was lacking. In fact, several important outcomes were not satisfied by JCA until the matter was escalated beyond the scope of the working group and that of the ASYCUDA team.

The project is slated to be fully implemented in December 2016. It must be noted that the JCA has engaged UNCTAD to provide the risk management module of ASYCUDA which is a separate arrangement with different assumptions and could mean that there will be further implementation schedules to come.

The Quality Assurance Committee of the Jamaica Customs Agency The SAJ is an active member of Customs' Quality Assurance Committee (QAC), as in addition to its stated purpose it is a key source of information on the developments within trade-related government departments and agencies which are represented at monthly meetings.

This was an important year for the QAC as most of the implementation of the Automated System for Customs Data (ASYCUDA) took place this year. ASYCUDA, a web-based system designed to transform the agency to a paperless operation, through use of electronic documents was a critical and sometimes contentious matter. In addition to the progress and challenges associated with the ASYCUDA implementation, the following key issues were raised and discussed:

- Industry expectations of Jamaica Customs with its slate of new team members
- The integration of other trade-related agencies into an electronic environment that could in turn be integrated into ASYCUDA
- The Custom's team's adaptation to the new requirements occasioned by use of ASYCUDA
- Jamaica Customs' monthly reports of its success in meeting and exceeding revenue targets even as world trade shrank. *It must be noted that as of mid-year those reports were discontinued.

Port Community System Project.

The Association was advised early this year by Jamaica Customs and the Port Authority of Jamaica (PAJ) that implementation of Jamaica's Ports Community System (PCS) had begun. A Port Community System is an electronic platform which connects the multiple systems operated by all the organisations that comprise a trading community.

As of October, mandatory submission of some manifest information was required to be performed using the PCS. Soget, the leading Port Community System operator in France and the owners of the system which is being configured to facilitate this electronic

data interchange in Jamaica, has been meeting with the Agents' Committee and may soon need its own working group to assist in smoothing the business process adjustments during the period of transition. The implementation timelines are not yet forthcoming; however, this project will be developed over a more protracted period than its ASYCUDA counterpart.

International Maritime Organisation

GEF-UNDP-IMO Project

The SAJ participated in the GEF-UNDP-IMO Project on "Removing the Capacity Barriers for Implementing Energy Efficiency Measures for International Shipping". Jamaica is one of ten lead pilot countries around the globe participating in the project which has as its primary focus the reduction of greenhouse gas emissions (GHG) from international shipping. Jamaica has established a National Task Force which will guide the implementation of the Project. Over a period of two years the project will provide technical assistance in relation to the legal, policy and institutional reforms required to implement the International Maritime Organization's technical and operational measures for energy efficient shipping and thus contribute to the IMO's efforts to combat climate change. Following the establishment of the taskforce, the Shipping Association participated in a workshop on the implementation of Annex VI of the International Convention on the Prevention of Pollution by Ships (MARPOL Convention) in Jamaica, including the regulation of fuel quality for the bunker supply sector. The workshop explored the impact of shipping on the global greenhouse gas emissions and the prospects for an even better carbon footprint for ships and ports worldwide.



Denzil Archer, stevedore of the Shipping Association of Jamaica explains the work of the Association during the Annual Mathematics Exposition held at the University of the West Indies.



Camille Spence Accounting Officer-Cess Receivables/Librarian awards a student for answering questions at the Caribbean Maritime Institute Expo as a part of Maritime Awareness Week.

Customs Act: World Bank

Jamaica Customs invited the Shipping Association to discuss the Customs Act with a team of World Bank Consultants on May 26, 2016. They have not provided the SAJ with a draft of the changes or regulations for comment. We were asked to provide all remaining changes that we would like to be considered in the new revisions. We were able to provide the World Bank with the submissions that we made to Jamaica Customs previously.

Customs Act: Phase III

The IMF, World Bank and Ministry of Finance are expecting the Customs Act phase three to be tabled in parliament on December 16, 2016. The regulations will not be included in this. The chairman asked that the SAJ representatives on the Advisory Board make representation on our behalf to have access to the Customs Act.

Customs Act Workshop

A workshop entitled "Customs Act 2014: what it means for your business" was very ably presented by attorney, Mrs. Camille Scott. The 2014 Amendments to the Customs Act are concerned with the legal changes made to facilitate ASYCUDA implementation at the Agency. As an industry, these amendments represent fundamental changes in the way that business will be conducted with the JCA as it relates to electronic communications via this new platform. It was a very useful presentation as she brought to light some new developments since the gazetting of the Act.

Commissioner of Customs at Lunch and Learn

In a bid to give members an opportunity to share their concerns and comments about the developments at Jamaica Customs, the Shipping Association invited CEO of the JCA and Commissioner of Customs Major Richard Reese to speak at a lunch and learn seminar. His presentation was entitled "Progressive Engagement"

and addressed the ongoing implementation of the ASYCUDA World Project and ISO 9001:2015. It was very well attended.

International Maritime Organisation Verification of Gross Mass regulations

The Maritime Authority of Jamaica joined the SAJ in hosting a series of workshops designed to educate industry stakeholders and their clients of the IMO's new requirements for verifying the gross mass of containers. Two seminars were conducted; the first was held for exporters who are members of the Jamaica Exporters' Association at the JEA offices. We also invited the ships' agents and the terminals to attend and share with the exporters the requirements of the shipping lines in producing the VGM certification. More than 50 persons were in attendance and discussions were robust and fruitful.

The second was held at the SAJ and was equally well attended. The MAJ drafted guidelines to assist the industry's compliance. These guidelines were shared with the SAJ's Agents' Committee for comment, subsequently updated and posted on the MAJ website. It might be posited that the smooth implementation of this requirement in Jamaica is due to these worthy efforts.

The Jamaica Chamber of Commerce Tariff and Port Users Committee

SAJ represents its membership as a member of the Tariff and Port Users Committee.

This private sector-led meeting deliberates on the difficulties that its members have with Customs and seeks solutions to mitigate them. It hosts an annual seminar which brings together trade related interests.



Mayor of Kingston, Her Worship, Angela Brown Burke addresses a Newport West Community Meeting.

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 SAJ 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.

PUBLICITY AND PROMOTIONS

Shipping Feature

The SAJ continued to highlight the activities of the shipping industry in the weekly Shipping Feature published in Tuesday Gleaner. A measured effort was made to assist in the promotion of new business ventures and partnerships, milestones or other achievements or relevant global developments impacting our members and subsidiaries, as well as highlight the social outreach aspect of the SAJ's project portfolio.

Major articles published included:

- Ambassador Roberto Azevêdo's 36-Hour Visit -WTO boss meets shipping interests
- Kingston Wharves Limited Welcomes the Toronto Trader
- New Batch of SAJ Stevedores Graduate
- Meet SAJ's Worker of the Year
- New Rules - Packaging and Shipping Containers - What exporters need to know about new global container weight rules
- Brand Jamaica 'To the World' At Expo 2016
- Growing Global Concern About New Container Weight Rules
- SAJ Calls on PM Holness
- COSCO Malaysia Calls Kingston
- Jamaica Freight & Shipping Now Exclusive Local Agents for Mega Shipping Line - COSCO
- Kingston Wharves to the rescue
- Pas Cargo USA Inc Opens Jamaica Office
- Lady Allen and WiMAC get warm KFLT welcome

SAJ Consults support of the CSA

The past year has been marked by a steady increase in promotional support for the Caribbean Shipping Association's activities. We sought to continue the trend started prior to the October 2015 AGM in Cartagena and continued ahead of the Cocoa Beach CSEC in May, which was marked by increased posting and visitor traffic to the CSA website and the association's social media platforms.

The team provided wide-ranging promotion and coverage of the 15th Caribbean Shipping Executives Conference held in Port Canaveral, Florida in May. This was done primarily through email blasts, press releases and advisories, and online posts via the website and social media. This also included production of conference speaking notes for the President and Vice President and some moderators, Citations for honorary members plus editorial content for the Caribbean Maritime Magazine and the conference publication as well as a consistent stream of content throughout the

event on all platforms. The team provided similar coverage for the 46th AGM, Conference & Exhibition recently concluded in Trinidad & Tobago.

Throughout the year we provided presentations and articles, advertisements and other collateral material intended to strengthen the image of the CSA and its members. The Association's website continues to be a significant platform for the dissemination of real-time information on the plans and initiatives being undertaken by the CSA. Content has increased and is posted regularly based on relevance to the industry and members bearing in mind copyright restrictions. Posts are increased prior to, during and post annual conferences as well as to promote training initiatives undertaken by the Association.

Traffic to the CSA Website has been increasing steadily. In the six months ended October 14, 2015, approximately 6,000 persons visited the Association's online portal, collectively viewing more than 24,000 pages. Sixty-eight percent of the individuals captured, represent new users of the site. The breakdown in web-traffic by Country shows the highest number of users originating from the United States, the United Kingdom, Jamaica and Trinidad & Tobago.

EXPO Jamaica 2016

The Shipping Association of Jamaica supported its member companies' efforts to promote their products and services to thousands of regular patrons and business representatives who passed through Expo Jamaica 2016. The Jamaica Manufacturing Association's and Jamaica Exporters Association's biennial event promoting Brand Jamaica to the world was held at the National Arena and National Indoor Sports Centre in Kingston from April 14-17.

Shipping and Logistics services took centre stage in the SAJ booth as member companies Seaboard Freight & Shipping Jamaica, Kingston Wharves Limited, Jamaica Freight & Shipping, Lasocean Agencies Limited and ADVANTUM networked and forged business partnerships at this important event.

Education Ministry's Math Expo 2016

The marine transportation and logistics industry is built on the mathematics of distribution, which hinges on gathering and interpreting data through logistics systems and planning concepts, spreadsheet data management, and statistics applications. For this reason, the Shipping Association of Jamaica (SAJ) sought to provide an interactive exploration of mathematical concepts and theories related to shipping and logistics to thousands of students from across the country who attended the Ministry of Education's National Mathematics Expo in April.

Maritime Awareness Week Planning Committee

Shipping Association of Jamaica provided key organisational and sponsorship support to the rest of the local maritime community

to commemorate the annual Maritime Awareness Week activities in September. Other major sponsors, Kingston Freeport Terminal Limited, Kingston Wharves Limited, the Maritime Authority of Jamaica, Port Authority of Jamaica, Caribbean Maritime Institute, along with the, Women in Maritime - Caribbean, and other key shipping and logistics organisations within Jamaica collaborated to host the activities including a two-day Schools' Exposition at CMI, port tours and more. The celebrations culminated in sunset cruise and lantern release hosted by WiMAC on World Maritime Day. It was very well attended by members of the industry and the general business community.

Zika Virus Workshop

As we did in 2014 when the threats of Chikungunya and Ebola loomed large in our country, we invited the Ministry of Health to host a seminar at the SAJ to sensitize our members and port personnel on measures to help stem the spread of the Zika virus. The last one was very successful and we sought similar success in an effort to stop the spread of the Zika virus. The session was well received.

Newport West Community Meeting

The National Works Agency met with the members of the larger shipping community to announce the upcoming traffic changes to Marcus Garvey Drive between East Ave and Downtown Kingston. The changes consist of removing the median, installing traffic lights and pedestrian crossing points at every intersection. Since that meeting, the work is far advanced and the members are anticipating that there will be many improvements to the flow of traffic once it has concluded. However, the changes which will be made will not meet the needs which the Shipping Association of Jamaica has been lobbying for.

Community Outreach

The SAJ believes in education of our youth, especially in their formative years. We also believe in the pursuit of wellness for all our citizens. For the 3rd time in as many years, we sought to demonstrate our support for these two ideals with the staging of our 3rd and most successful 5k event to date in support of the nearby Marcus Garvey School.

The SAJ pays teacher salaries at Marcus Garvey, in addition to periodic capital costs and the staff of the SAJ voluntarily funds a feeding programme for the students with monthly deductions from their wages.

Participants generally reported a pleasant experience in the Runners Village and satisfaction with the new route in the Newport West shipping district.

SAJ Mobile Clinic

The demand for use of the Shipping Association of Jamaica's mobile clinic has been high this year as requests from schools and churches has increased. The Rotary Club has been our regular partner in

this venture as it seeks to provide dental, optical and other medical services and screenings throughout the year to the needy at little to no cost.

Community Outreach

The SAJ continues to provide free monthly health services to the residents of Greenwich Town through our Community Outreach Clinic. This is highlighted by the provision of care packages to the elderly and disabled persons living in the Greenwich Town Community, particularly around Christmas.

One hundred senior citizens, including the infirm and shut-ins in the Greenwich Town community in Kingston, received special Christmas packages containing groceries, courtesy of the Association. Volunteers from the SAJ's administrative and port worker staff handed out the gifts during a ceremony at the Holy Name Catholic Church, in what has become a longstanding tradition for the association. Additionally, our younger charges at the Marcus Garvey Basic School were also feted and given a sumptuous meal, complete with gifts and bounce-about rides in observance of the season of giving.

Other Sponsorships/Donations

The SAJ generously supports various charities with Education, Youth Development, Health and Social Upliftment being the main areas of focus for the SAJ's donations.

We continued our support of Service organisations as listed:

- Rotary Club
- Kiwanis Club
- Lodge Club
- Lions Club
- 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
 - The MICO
 - The University of the West Indies
- Various charity organizations and church groups located within the communities in which we operate and close to the Shipping district.

ADMINISTRATIVE REPORT



CANINE DIVISION

Canine Division continues to carry out a service to our members and external companies in an effort to safeguard the integrity of cargo leaving the Port of Kingston.

The Division's Staff complement is currently Eight (8) with Eight (8) dogs being used in rotation. The Staff complement consists of one (1) Supervisor, Five (5) Handler/drivers, One (1) groom and One (1) Relief groom.

The Unit saw significant improvement in the assignments carried out for the period as from October 2015 to October 2016, total assignments amounted to 1,644 when compared to 1,004 for the corresponding period in 2014 – 2015. The strategic decisions taken in 2014 and 2015 continue to bear fruit as the Division is holding its own and continues to remain viable.

The increase in numbers particularly for 2016 can be attributed in part to Red Stripe's recent decision to manufacture beer in Jamaica for the United States Market as we have been getting additional requests from that company including weekend work.

Another factor is the addition of two companies to our list of customers; namely Master Freight and Tortuga Rum Cake Company. These companies have been requesting our services at least once per week.

The Division was established in 1994 as a service to SJA's members to prevent drugs in cargo passing over the Port of Kingston and the country's out-ports. Today, the Division remains committed to that vision and we 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.

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the shipping association of jamaica

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