



Annual Report 2023



84th

Annual General Meeting

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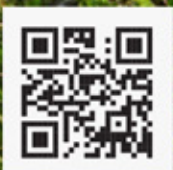


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The Shipping Association of Jamaica

Who We Are

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

The SAJ was founded against the backdrop of Jamaica's labour upheavals of the 1930s. Its founders comprised a small group of businessmen engaged in the shipping and terminal operating sector. Its main purpose at the beginning was to register, manage and train port labour and to negotiate wages and conditions of employment with the employee trade unions representing these workers.

Since that time, the SAJ has grown in membership, in focus and in relevance. Boasting a member of more than 80 businesses, the SAJ has led or participated in every significant development in the shipping and port sector in Jamaica.

The association works closely with Government agencies and the private sector to promote sustainability and growth in the shipping industry; and promotes initiatives to advance the interests of its members, employees and staff as well as delivers training programmes for industry members. Thus, the SAJ plays a key role in ensuring that Jamaica's maritime

sector is competitive and remains viable through vigorous representation on critical industry committees. It also promotes a high quality of industrial relations in the shipping industry through the Joint Industrial Council, which it established in 1952 in partnership with the Bustamante Industrial Trade Union, the United Portworkers and Seaman Union and the Trades Union Congress.

True to the core of its business as a labour hire organisation, the SAJ employs and manages a cadre of varying types of skilled workers which it supplies to the port across three shifts each day.

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

Undeniably, we have much to celebrate – our historical labour agreements with the unions representing labour on the Port of Kingston, the continued work of the Joint Industrial Council, our dynamic role as advocates for our industry, among other achievements. Our past performance and achievements give us tremendous confidence to face the challenges of the future with enthusiasm.



Annual General Meeting Agenda

- ITEM 1** CALL TO ORDER
- ITEM 2** APOLOGIES
- ITEM 3** (a) CONFIRMATION OF MINUTES
84th Annual General Meeting held on Friday, November 18, 2022.
(b) Discussion
- ITEM 4** (a) PRESIDENT'S REPORT FOR 2023
(b) Matters Arising
- ITEM 5** PRESENTATION OF FINANCIAL STATEMENTS
Approval of Audited Financial Statements to Year End 31 December 2022
Unaudited Financial Statements for the period January to October 2023
- ITEM 6** ELECTION OF:
President for 2024
Vice President for 2024
Managing Committee Members for 2024
- ITEM 7** APPOINTMENT OF AUDITORS
- ITEM 8** ANY OTHER BUSINESS
- ITEM 9** TERMINATION



Annual General Meeting Minutes



Minutes of the 84th Annual General Meeting
Held Friday, November 18, 2022 at 10:00 a.m.
at the Conference Room of the Shipping Association of Jamaica
4 Fourth Avenue, Newport West

In Attendance:

Name	Company	Voting Status
Andre Rochester	Maritime & Transport Services Ltd.	Voting
	Maritime Towing Co. Ltd.	Voting
	Seaport Equipment Ltd.	Voting
	Port Contractors Ltd.	Voting
	A E Parnell & Co.	Voting
	R S Gamble (1998) Ltd.	Voting
Denise Lyn Fatt	Arnold Malabre & Co. Ltd.	Voting
	Freight Handlers Limited	Voting
Michael Sucklal	Transocean Shipping	Voting
	MSC Jamaica Ltd.	Voting
Charles Johnston	Jamaica Fruit & Shipping	Voting
	Jamaica Producers Shipping	Voting
Mezanne Grant	Jamaica Producers Group	Voting
	Jamaica Freight and Shipping	Voting
Anna Hamilton	Shipping Services (Stevedoring) Ltd	Voting
	Interseas Ltd	Voting
	Ship Management Services	Voting
	Coastal Shipping	Voting
William Brown	Atlantic Shipping	Voting

Name	Company	Voting Status
Stephen Bell	LSK & Co. Ltd.	Voting
Oneil Hays	RSD Shipping Agency	Voting
Clifton Walker	Ocean Air International Ltd.	Voting
Corah Ann Robertson-Sylvester	Seaboard Jamaica Ltd.	Voting
	Port Cold Ltd.	Voting
	Cold Port Ltd.	Voting
Mark Williams	Kingston Wharves Limited	Voting
	Seaboard Jamaica Ltd.	Voting
	Harbour Cold Stores	Voting
	Western Terminals Limited	Voting
	Western Storage Limited	Voting
	Kingston Terminal Operators Limited	Voting
	KW Logistics Limited	Voting
	Newport Stevedoring Services Ltd.	Voting
Richard Kinlocke	RK Logistics	Voting
	Gateway Shipping Ja. Ltd.	Voting
Loxley Tulloch	Gateway Shipping Int'l Ltd.	Voting
Condell Stephenson	International Shipping Ltd.	Voting
Xan Gibson	Xars Equipment & Trucking Co. Ltd.	Voting
Ruel Gibson	Xars Equipment & Trucking Co. Ltd.	Non-Voting
Neil Smith	Lasocean Agencies Ltd.	Voting
	Shipping Services Ltd.	Voting
	Adolph Levy & Bros. Ltd	Voting
Frances Yeo	Assessment Recoveries Limited	Non-Voting
	Advantum	Non-Voting
Martin Rickman	German Ship Repair Jamaica Ltd.	Non-Voting
George Daley	Carib Star Shipping/ZIM	Voting
Trevor Riley, CEO	Shipping Association of Jamaica	Staff
Terrence Brooks, HRD Manager	"	Staff
Dionne Mason-Gordon, Board Secretary	"	Staff
Jean Hinds, Internal Auditor	"	Staff
Sophia Walcott, Recording Secretary	"	Staff
Fiona Hall	"	Staff
Paul Allen	"	Staff
Debbie Ann Dobson	"	Staff
Jade Wright, CFO	SAJE Logistics Infrastructure Ltd.	Observer

Call to Order

The 84th Annual General Meeting (AGM) of the Shipping Association of Jamaica (SAJ) was called to order at 10:09 a.m. by President William Brown.

Apologies for Absence

An apology was tendered on behalf of Past Presidents Kim Clarke and Roger Hinds who were absent.

Confirmation of Minutes

Minutes of Annual General Meeting held Friday, November 26, 2021 were amended to note that Mr. Rohan Bailey represented PAS Cargo Jamaica Limited and not CMA CGM as indicated. There being no further amendments, the Minutes were confirmed on a motion moved by Mr. Charles Johnston and seconded by Mrs. Corah Ann Robertson Sylvester.

Matters Arising from the Minutes

The CEO confirmed that all matters requiring attention had been addressed within the year; and that any matter requiring additional handling would be stated in the President's Report.

Mr. Ruel Gibson expressed his disappointment and concern about the continuing deterioration of Newport West and suggested that the Association make additional efforts to get assistance from the relevant authorities to fix the problems in the area. Mr. Stephen Bell stated that the Association's members contributed greatly to the downgrading of the area and should take full responsibility for what was happening in the area. Mr. Johnston highlighted efforts by the Association to get assistance from the KSAMC and noted the challenges in obtaining assistance from that entity. While highlighting that the SAJ had made numerous efforts in resolving issues surrounding the improvement of Newport West, CEO Trevor Riley invited Mr. Gibson to meet with him and share any additional ideas that he might have. Other issues including the lack of parking, deplorable road conditions and drainage issues were also highlighted and discussed. Mr. Bell recommended, and it was agreed, that a special meeting of the Agents' Committee and the Newport West Improvement Committee be called to discuss the way forward.

President's Report

The President advised that his report and those of other departments formed part of the Association's published Annual Report, which was distributed to the members along with the Financial Statements.

Matters Arising from the President's Report

Labour Contract

The Chairman highlighted that a new labour contract with revised wage and benefits package was introduced between the Association and KWL on September 1, 2021. He said that under the new agreement, SAJ labour was restructured into two primary groups, stevedores and logistics personnel, noting that there were 187 contract workers employed to the SAJ. Additionally, a new recruiting platform, was introduced to improve the efficiency of the labour assignment process and reduce related costs. He indicated that orders for SAJ labour had increased steadily in recent months, particularly for motor vehicle operations.

Windup of Kingston Port Workers Superannuation Fund

The Chairman advised that the Shipping Association of Jamaica continued to meet its obligations to the members and beneficiaries of the Kingston Port Workers Superannuation Fund which was wound up following the decision for dissolution in 2021. He said that while the process had not been entirely smooth, it was expected that all related matters would be resolved within a year. Notably, pensions were secured for approximately 500 people including affected workers, pensioners and beneficiaries. The Chairman expressed thanks to the Trustees and all stakeholders who contributed to the process. The Fund's Chairman Charles Johnston noted that benefits were paid to all the members and beneficiaries whom the Association and the Fund Managers were able to locate. He added that all loan obligations of the fund would be paid when due and the remaining assets transferred to the Sponsor (SAJ).

Customs Act 2020 Review

The Chairman reported that a clause-by-clause analysis of the long-awaited Jamaica Customs Act, which was meant to repeal and replace the Act of 1941, was concluded by a Joint Select Committee of Parliament in February 2022. The proposed bill was being reviewed by the Committee following staunch representation and contributions by the SAJ, through its Agents' Committee led by chairman Anna Hamilton. The Chairman advised that an expeditious review of the documents was anticipated, which would allow for the amended Act to be tabled and debated in Parliament and passed in short order. He noted that the proposed legislation was intended to improve the ease of doing business through the implementation of a more modern framework.

SAJ Hall of Fame

The Chairman reported that during the SAJ's last Annual General Meeting, the Association's Hall of Fame was launched to honour individuals whose expertise and influence have positively bolstered the local and regional shipping industry. He said that that inspired concept, for which credit must be given to Past President Kim Clarke, had recognized three dozen men and women representing executives, port workers, trade unionists, the SAJ's founding fathers, among others, who excelled in the areas of business excellence, leadership, impact and influence throughout their tenures.

The Chairman highlighted that the SAJ was able to share their stories and vast contributions with Jamaica, and the world, with the publication of two impressive and well-received supplements in the Jamaica Observer and Jamaica Gleaner newspapers in April. He stated that the move was but the first step of immortalizing the efforts of the stalwarts, as the Association endeavours to add more deserving industry icons to the inexhaustive list over the coming years. The Chairman expressed hope that the recognition will spur current and future members of the industry to

take up the mantle of the pioneering stewards and continue building on the rich legacy of innovation, development and expansion they have created.

Newport West Improvement

The Chairman reported that the rehabilitation of the Newport West community remained a crucial matter for the Association and its members who continued to experience the ill-effects of poor roads, illegitimate business operations, unregulated parking, inadequate traffic management and other safety concerns.

He said that following several meetings, where the SAJ hosted stakeholders including the Commissioner of Police Major General Antony Anderson and various Government agencies, such as the Kingston and St Andrew Municipal Corporation, the SAJ invited a high-level government team to its headquarters for further discussions in August 2022. Minister of National Security, Dr Horace Chang, and Local Government and Rural Development Minister, Desmond McKenzie, both attended and pledged to support the Association's efforts to improve conditions in the vital shipping community.

Chassis Issue in Newport West

The Chairman advised that the Association continued to pursue solutions for the matter of unregulated parking in Newport West, particularly of the chassis and containers. He added that the SAJ remains in dialogue with the Jamaica Constabulary Force, KSAMC, Port Authority of Jamaica and the Port Trailer Haulage Association for the development of a chassis pound which would relieve the safety concerns associated with the rampant problem which had worsened over time. He indicated that land had been identified for the establishment of a chassis pound; however the Association awaited dynamic action from the Kingston and St Andrew Municipal Corporation regarding the specific regulatory approvals required to advance the project.

SAJ Collaborations

The Chairman highlighted that the Association welcomed several delegations for dialogue and opportunities to collaborate over the past year. In May, the SAJ hosted a contingent from Barbados as the nation explored the development of a port community system (PCS). The group represented was conducting a study tour of regional and international ports to assess the application of a PCS at the port of Bridgetown. It sought to determine best practices for the implementation and use of the PCS and to learn from the SAJ's members' experiences. Additionally, a delegation from the Bahamas met with SAJ executives to discuss the establishment of bilateral relationships. The dialogue focused on the Association's role in the local maritime sector and parallels within the Bahamian experience. The Association also facilitated meetings with the United Kingdom and Canadian representatives in Jamaica on matters such as decarbonisation and trade, among others.

Corporate Social Responsibility

The Chairman advised that the SAJ is committed to improving the lives of those in the community it operates, and as such, continued to place an active role in Newport West and the nearby Greenwich Farm and its environs. He stated that the Marcus Garvey Basic School feeding programme forms a crucial part of the initiative as the Association assists in ensuring the needs of its youngest and most vulnerable are met. Additionally, the Association made several donations to the school over the year, including contributing a smart television to one of its classrooms to assist with their instruction. The Association also contributed to its Toddlers' Camp, which catered to roughly 70 children between the ages of three and six for the summer period. The Chairman highlighted that the SAJ had been supporting the Marcus Garvey Basic School since 1993 and has made an impact in educating many children from the community. He stated that the Association's help includes payment of salaries to enable the school to have teachers over the years.

Farewell to Robert Bell

The Chairman reported that the shipping industry had suffered a great loss with the passing of former Association chairman Robert Bell in November 2021. He stated that Mr. Bell was an astute businessman and leader who advanced concerns of port security and defining the role of public and private sectors in the industry during his tenure. Mr. Bell was remembered for his contributions to the development of regional ports, to innovative labour practices and container management systems.

Caribbean Shipping Association

Following two years of virtual meetings, the CSA returned to its first in-person symposium for the Caribbean Shipping Executives' Conference held in Doral, Miami in May 2022. The successful event, which welcomed three hundred delegates from across the region, followed a hybrid annual general meeting (AGM) with the physical attendance of most of its General Council members in January, also held in Miami. Following its elections, two members of the SAJ's executive, Mark Williams, as Group B Chairman, and William Brown as Vice President, were chosen to serve on the CSA's executive.

The Chairman advised that the CSA's Secretariat, housed at the SAJ, had performed admirably in the execution of both events, the resumption of essential training and development workshops, and the planning of its face-to-face 52nd Annual General Meeting, Conference and Exhibition in San Juan, Puerto Rico in October.

Caribbean Maritime University

The education sector continued to reel from the adverse effects of the pandemic with enrollments being severely affected, but the Caribbean Maritime University (CMU) remains the region's maritime institution of choice. The

Chairman indicated that the CMU continued to benefit from the input of Vice-President Corah-Ann Robertson Sylvester and CEO Trevor Riley who both serve on the CMU Council. Notably, the university initiated an Industry Conference in September which centered on end-to-end logistics and addressed crucial matters related to the cruise industry, maritime security and sustainability.

Covid-19

As the world begins to move away from the acute impacts of the coronavirus pandemic, the SAJ and its members remained vigilant in promotion of vaccination and the reduction of risk to staff and tenants. The Chairman noted that with a high vaccination rate among its workforce, SAJ had recorded relatively few cases over the past year. He added that following Jamaica's fifth wave in May 2022, the Association adopted the decision to continue its COVID-19 preventative measures, even as protocols were further relaxed by the Government.

Commendably, some of the Association's members, including Kingston Wharves Limited and Kingston Freeport Terminal Limited, hosted vaccination drives to increase access to their workforces and the wider community. Despite the improvements observed in the individual and collective response to the virus threat, the Association encouraged everyone to continue taking the necessary precautions to protect themselves and those around you.

Conclusion

In conclusion, the Chairman said that the past year had been fraught with difficulties that endangered the industry's effectiveness, but as always, members and partners have risen to the challenge and exhibited individual and collective strength. He continued that as the world changes, the SAJ, like others, is compelled to prepare its team and adjust its operations to respond how the Association has for the past eight decades – with innovation and alacrity. He said that the SAJ's mandate would remain to foster and advocate for a maritime sector that promotes collaborations, advances competitiveness and influence improvement in the lives of those within it.

The Chairman indicated that said obligation had been dutifully acknowledged and was being fulfilled by a remarkable Managing Committee that supported his role and trusts the Association's vision, and a team of dynamic individuals, led by CEO Trevor Riley, who ensure members, private and public sector partners are represented and engaged. He extended gratitude for the unwavering support over the past year and members' commitment to the development of the Jamaica's shipping industry. The Chairman said that much work remains to be done, and the cooperation of every individual was necessary to accomplish the lofty objectives. Moving forward, he encouraged everyone to be heartened by the fact that the Association remains buoyant and stands ready to assist where necessary.

The Chairman then moved on to the presentation of the financials by Operations Manager, Finance Ms. Fiona Hall.

Presentation of Financial Statements

The Shipping Association of Jamaica

Audited financial statements to year ended December 31, 2021

Ms. Fiona Hall, Operations Manager, Finance, gave a synopsis of some economic statistics from 2018 to October 2022. Some highlights were:

1. For the audited financial year ended December 31, 2021, the Shipping Association of Jamaica recorded a loss of \$140M before taxes. This was a decrease over 2020 which had a minimal profit of \$312K.
2. Total revenue amounted to \$675M. This was a significant reduction of 19% (\$157M) compared to the revenue the association recorded in 2020. .
3. Total operating expenses of \$815M fell by \$15M or 2% when compared to the prior year.

The consolidated audited accounts for the SAJ Group for the period ended December 2021 were presented. The presentation included data on key economic indicators for the years 2020, 2021 and year-to-date 2022. Ms. Hall then presented the Group's Income and Expenditure statements as well as Balance Sheet.

Following the presentation, the audited accounts as at December 31, 2021 were adopted on a motion moved by Mr. Ruel Gibson and seconded by Mr. Andre Rochester.

Unaudited financial statements for the period January – October 2022

Ms. Hall also guided members through the unaudited financial statements up to the end of the third quarter of 2022.

Election of Officers

The Chairman expressed special thanks to the Members, the Managing Committee, the CEO and his team for their unwavering support in 2022.

The CEO thanked the Managing Committee for its service to the SAJ over the last year and declared all positions on the Managing Committee vacant. He advised that the business of the Association according to the Constitution at Clause 4, "shall be conducted by a Managing Committee, nine members of which shall be elected by a simple majority of those members attending and voting". He said that in addition, "there shall be an Immediate Past President who will not be voted and two Honorary Members who are appointed by the Managing Committee". He said that according to Clause 5, "only Ordinary members shall be eligible to serve on the Managing Committee which shall consist of the President, Vice-President and Imme-

diate Past President and the other members mentioned". He advised that "sixty percent of the Managing Committee must comprise representatives of member companies who were Ordinary members as at December 31, 2010". He also 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 Mr. Condell Stephenson moved for the Managing Committee to be reinstated en bloc. The motion was seconded by Mr. Andre Rochester. Mr. Mark Williams and Mr. Ruel Gibson indicated their objections. Based on the votes of the majority, the motion was carried and the Managing Committee was reinstated. The President then thanked Members and the entire Managing Committee for the confidence reposed in them to continue for an additional year.

The CEO highlighted the members of the Managing Committee:

- Mr. William Brown – President
- Mrs. Corah Ann Robertson-Sylvester – Vice President
- Mr. Charles Johnston
- Mrs. Denise Lyn Fatt
- Mr. Kim Clarke
- Mrs. Anna Hamilton
- Mr. Mark Williams
- Mr. Roger Hinds
- Mr. Condell Stephenson
- Mr. Andre Rochester

Members joined the CEO in congratulating the Managing Committee. He stated that the Positions of Honorary Members would be filled by the Managing Committee in accordance with the Constitution. Vice President Robertson-Sylvester expressed thanks to Agents Committee Chairman Anna Hamilton and Vice-Chairman Neil Smith for their dedicated service on the Agents Committee, members echoed the sentiments.

Appointment of Auditors

Mr. Andre Rochester moved for the firm Mair Russel Grant Thornton to be appointed auditors for the Association for 2023. This was seconded by Mr. Kim Clarke and unanimously carried.

Adjournment

The Chairman enquired whether there was any other matter to be raised for discussion. There being none, the meeting was adjourned at 11:35 a.m. on a motion moved by Mr. Ruel Gibson and seconded by Mr. Mike Sucklal. ●



Managing Committee



**William A. Brown B.Sc (Hons),
FCA, FCCA, CITP
President**

William A. Brown is a Chartered Accountant & Certified International Trade Professional, specialising in fraud, inventory logistics, shipping agency forensics, as well as international trade investigations under the auspices of the World Trade Organisation (WTO).

Mr Brown is a Fellow of the Institute of Chartered Accountants of Jamaica (ICAJ), and the Association of Chartered Certified Accountants (ACCA). He is an honours graduate of the University of the West Indies, graduate of ACCA Consortium for Professional Accountants, and Forum for International Trade Training. He is also a past student of Rusea's High School.

He is the Chairman & Chief Executive Officer of Cascades Ventures Group which includes Cascades Ventures & Equities Limited, Atlantic Shipping & Cargo Services Limited, Cascades Vessel and Shipping Services Limited and Cian Development Limited.

Mr Brown is the President of the Shipping Association of Jamaica and Vice-President of the Caribbean Shipping Association. He also serves as Deputy Chairman of the Board of Directors of the Maritime Authority of Jamaica and chairs the Jamaican Government's Enterprise Committee for the Privatisation Jamaica's Ship Registry. He serves on the Boards of Directors of SAJE Logistics Infrastructure Limited, Assessment Recoveries Limited, and ADVANTUM (Port Computer Services Limited). He also chairs the Board of Trustees of the Metro Investments Limited Pension Fund and is a Trustee of the Kingston Port Workers Superannuation Fund.

Corah Ann Robertson Sylvester was educated at Campion College; the University of the West Indies; the Norwegian Shipping Academy (Norway) and the UNCTAD – Trainmar Instructor's Workshop.

Mrs Robertson Sylvester has been in the shipping industry for over 26 years. She started as Line Manager and subsequently Sales and Marketing Manager at Kirk Line; and, Project Manager for Coastal Shipping/Interseas. She was Director of Sales and Marketing at Jamaica Freight and Shipping where she managed sales, marketing and advertising for the lines represented, including Seaboard Marine, Jamaica Producers Shipping Co., Kent Line and Ivaran Shipping and Mitsui.

Mrs Robertson Sylvester is at present the Chief Executive Officer of Seaboard Freight & Shipping Jamaica Ltd., a subsidiary of Seaboard Marine Ltd. located in Miami, USA.

From 2000–2003, Mrs Robertson Sylvester was the Vice President of the Caribbean Shipping Association (CSA), an Association which was established in 1971 to facilitate development of an efficient, viable Caribbean shipping industry. In 2003, she became the first female President of the 35-year-old CSA. She was again elected as the President of the CSA in 2005.

Mrs Robertson Sylvester has been a Director of the Shipping Association of Jamaica (SAJ) since 2005, Jamaica Freight & Shipping (JFS) since 1998 and Assessment Recoveries Ltd. (ARL) since 2006. She also served as a Director of the Port Authority of Jamaica (PAJ) from 2007 to 2012. In May 2016, she was appointed chair or the Maritime Authority of Jamaica (MAJ). She also serves as a council member of the Caribbean Maritime University (CMU).

She has served the Hillel Academy as Parent Teachers' Association Class Representative from 2003–2014 in various capacities, and is presently serving as Class Representative for the Campion College Home School Association. Married to Courtney, they have three lovely children, Emmanuel, Jessica and Benjamin.



**Corah Ann Robertson Sylvester
Vice President**



Charles Johnston, OJ, CD, DSc. (Hon)
Immediate Past President

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 is the Deputy Chairman of German Ship Repair Ja Ltd. He also serves as a director on other boards including: B & D Trawling Ltd., the Jamaica Public Service Company Ltd., Kingston Logistics Centre, Kingston Wharves Ltd., Lennox Portland Ltd. and SAJE Logistics Infrastructure Limited.

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. In 2018, the degree of Doctor of Science in International Shipping, honoris causa, was conferred upon him. 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.



Denise Lyn Fatt
Past President

Denise Lyn Fatt was the first female President of the Shipping Association of Jamaica. Before being elected to the role of President, 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 is also a member of Women in Maritime Caribbean. 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.



Kim Clarke
Past President

Kim Clarke was President of the Shipping Association of Jamaica (SAJ) in 2012-2017. 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, 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, 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.

Roger Hinds has been a member of the Managing Committee for many years and has served as Vice President and then President of the SAJ from 2006 to 2008 and from 2008 to 2012 respectively. He remains active on its board as well as on the board of the SAJE Logistics Infrastructure Limited. He served in the Caribbean Shipping Association's General Council for six years, three of which were as chairman of the Agents' Committee.

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 of Transocean Shipping Limited, the Founder and Chairman of Transport Logistics Limited and Marine Haulage Services Limited.

He is currently the Managing Director of MSC Mediterranean Shipping Company Jamaica Limited, but continues to make a contribution to the maritime sector in general by serving on the boards of Kingston Wharves Limited, (ten of those years being in the capacity of Company Secretary). He is a past member of the council for the Caribbean Maritime University.

Mr Hinds earned his Bachelor of Arts and Master of Science degrees from the University of the West Indies. He is a founding and still active member of the Rotary Club of St Andrew North, an avid reader and a fitness enthusiast.



Roger Hinds
Past President

Anna Hamilton is the chief executive officer of the Jamaica Freight and Shipping Company since 2020. Prior to her current role, Ms Hamilton was the sales and marketing manager of that company for six years.

Ms Hamilton joins the Managing Committee of the Shipping Association of Jamaica with over a decade of experience in the industry, having started as an account executive at Seaboard Jamaica in 2000.

A fluent Spanish speaker, Hamilton is also the chairman of the SAJ Agents' Committee.

She is a graduate of the Long Island University in New York and has a Bachelor of Arts, as well as a graduate degree in political science.

The Pi Sigma Alpha member also holds professional certification in customs regulations, processes, and brokerage from the Management Institute for National Development.



Anna Hamilton
Member

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

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.



Andre A. Rochester
Member



Condell Stephenson
Member

Condell Stephenson joins the Managing Committee with five decades' experience in shipping.

Mr Stephenson is the port captain of Hoegh Autoliners after beginning his career as an accounting clerk at Kingston Wharves Limited in 1971.

He is a graduate of the College of Arts, Science and Technology (now the University of Technology) and the University of Wales in the United Kingdom, where he received a certification in business studies and a Bachelor of Science in maritime studies, respectively.

Mr Stephenson is the chairman for the Joint Industrial Council (JIC) of the Port of Kingston and the SAJ Staff Pension Fund.

He is also president of the C&WJ Co-operative Credit Union Limited; chairman of the Rotary Club of Kingston Major Projects; director of International Shipping Limited and director of Gateway Shipping International.



Grantley Stephenson, CD, HON (DSc), JP
Honourary Member

Grantley Stephenson is Deputy Chairman of Kingston Wharves Group. Between 2004 and 2020, Mr Stephenson served as Chief Executive Officer (CEO) and previously held dual roles of Executive Chairman and CEO between 2003 - 2009 and 2011 - 2013.

Mr Stephenson was conferred the Honorary Doctor of Science in Port Management by the Caribbean Maritime University in 2017. He received the 2015 'Manager of the Year' Award from the Jamaica Institute of Management and was ranked the No. 1 CEO among all companies trading on the Jamaica Stock Exchange by the Businessite Magazine in 2010. He is also a fellow of the Jamaica Institute of Management.

Mr Stephenson served as Honorary Consul General of the Kingdom of Norway to Jamaica from 1998 to 2021 and is a Past Dean of the Consular Corps of Jamaica. In 2013, he was awarded the Royal Norwegian Order of Merit, the highest non-national award.

He also serves on other boards and committee associations such as Jamaica Producers Group, Security Administrators Limited, Shipping Association of Jamaica, SAJE Logistics Infrastructure Limited, Assessment Recoveries Limited, Ports Management and Security Limited, ADVANTUM and he is the Chairman of the Board of Managers of the Shortwood Teachers College.



Trevor Riley J.P.
Chief Executive Officer

Trevor Riley is the Chief Executive Officer of the SAJ and related companies. He leads a team of over 400 persons providing a range of services, including the supply of labour, security and Information Technology services to the Port of Kingston; as well as property services and investments.

Mr Riley worked previously in banking, tourism and media. A Justice of the Peace for the Parish of Kingston, he holds a Master of Business Administration degree (Kingston, UK), the Bachelor of Laws degree (Upper Second-Class Honours) from the University of Technology, the Diploma in Mass Communications, (UWI) and the Diploma in Journalism from the International Institute for Journalism, (IJJ) Berlin, Germany. He is a Member of the Chartered Institute of Marketing (MCIM), United Kingdom and has also completed the Harvard University Programme on Negotiation. He is a past president of the Rotary Club of Liguanea Plains and sits on the Advisory Board of the University of Technology Jamaica, Faculty of Law.

Mr Riley serves as a member of the council of the Caribbean Maritime University, Company Secretary for Advantum, formerly Port Computer Services Limited, and also for Assessment Recoveries Limited (ARL). He is a Trustee of the Kingston Portworkers Superannuation Fund and the SAJ Staff Pension Fund and is a director of SAJE Logistics Infrastructure Limited and its subsidiaries. ●

President's Report

Dear Colleagues,

My tenure as President of the Shipping Association of Jamaica (SAJ) elapsed faster than I could have imagined and proved to be one of reimagining, innovation, and progress due to the pervading global circumstances. As I reflect on the privilege it has been to serve you during this critical juncture, I can humbly say it has been the highlight of my career.

The past three years have been a testament to the resilience, adaptability, and unwavering commitment of our members and partners. The global maritime industry has faced a series of extraordinary challenges that have tested our mettle like never before. From the unrelenting grip of the Coronavirus pandemic to the intricate web of supply chain disruptions; the harrowing conflict in Ukraine; soaring fuel prices; the obstruction of the Suez Canal; persistent container shortages; among other challenges - our journey has been marked by uncertainty and complexity.

Throughout these trying times, the Shipping Association of Jamaica has remained steadfast in its devotion to navigate these turbulent waters and provide the necessary support to our members. We have sought innovative solutions, fostered collaboration, and demonstrated a steady commitment to the well-being of our members and the industry at large. It has been an honour to serve alongside a team of dedicated professionals and partners who relentlessly rose to the occasion.

Jamaica stands on the brink of a transformative moment in its maritime industry, thanks to the arrival of the country's first floating dock. The acquisition was completed by German Ship Repair Jamaica (GSRJ), a private joint venture of German, Turkish and Jamaican investors - including members of the SAJ and our related entity SAJE Logistics Infrastructure Limited - and will provide opportunity for vessels to be repaired in Jamaica. The benefits are two-fold as its arrival will also provide training and employment for highly skilled Jamaicans who successfully complete the GSRJ Dual Apprenticeship Programme supported by the HEART/NSTA Trust and the Caribbean Maritime University. This development is poised to have far-reaching implications for the nation's economic landscape, and heralds a new dawn in our maritime sector, opening doors to increased economic opportunities, job creation, and heightened international recognition.

Several initiatives championed during the last three years have allowed us to navigate the tumultuous global climate while simultaneously reinvigorating our Association. Among these initiatives is the



**William A. Brown B.Sc (Hons), FCA, FCCA, CITP
President**



The floating dock, renamed Dock V, arrived in Kingston on August 24, 2023

ongoing windup of the Kingston Port Workers Superannuation Fund, and the launch of the Association's Hall of Fame, which recognises the contributions of three dozen industry innovators. Additionally, we negotiated a new labour contract with Kingston Wharves Limited in 2021, ensuring stability in our workforce. We also continued our review of the Customs Act of 2020, advocating for policies that facilitate efficient trade and promote economic advancement. We expanded our training interventions, equipping our members and the wider community, including participants in several Caribbean states, with the skills and knowledge necessary to thrive in an ever-evolving industry. It has been a rewarding journey, one defined by progress, partnership, and a commitment to the continued growth of Jamaica's maritime sector.

Customs Act, 2020 Review

The SAJ remains steadfast in its commitment to the continued advancement of the maritime industry as we await the finalisation of the Customs Act, 2020 following the approval of the Joint Select Committee's recommendations in October 2022. The implementation of this Act is anticipated to streamline procedures, enhance efficiency, and foster a more conducive environment for international trade. We shall continue to work closely with stakeholders and government authorities to ensure the positive changes this Act is intended to bring.

Jamaica Customs Agency

The Association met with the Jamaica Customs Agency (JCA) in January 2023 to discuss the change in policy related to the law on Customs Bonds. In essence, while the regulations require the posting of bonds to move goods

between customs areas, enforcement was more relaxed and Customs decided to initiate stricter enforcement along with increasing bonds to \$3.5 million per container. The SAJ advocated for a lower bond amount, a cap on bonds for multiple shipments and an extension in the deadline for implementation. Despite our pleadings, only the extension was granted.

Later that month, SAJ representatives met with Commissioner of Customs Velma Ricketts Walker and her team regarding the Customs Bond and sought clarification on related matters, including IM8 and IP8 processes, to address concerns expressed by members, which the SAJ continues to pursue.

Additionally, the SAJ sought to engage the JCA regarding an increase to its overtime rates effective April 1, 2023, to discuss and agree on a simplified and consistent basis to budget for the expense. Further, members expressed dissatisfaction with the ASYCUDA registration process, which barred new registrants. The Association continues to contact and lobby the JCA for updates and improvements to its operations for the benefit of members.

Windup of the Port Workers Pension Fund

The Association continues to settle the obligations related to the windup of the Kingston Port Workers Pension Fund. The SAJ has paid benefits to all the members and beneficiaries who have been identified. There is a small number of widows for whom multiple efforts have been made to locate and whose benefits are being held in trust. Some 500 recipients, including port workers, pensioners and beneficiaries, have benefitted since the fund's dissolution in 2021.

Newport West Improvement

The Shipping Association of Jamaica engaged a specialist to assist with the development of solutions to mitigate challenges faced by businesses in Newport West, including illegal parking of motor vehicles and shipping equipment, such as chassis and containers. So far, our representative and members of our Managing Committee and management have met with the Mayor and representatives of the Kingston and St Andrew Municipal Corporation (KSAMC); Jamaica's Deputy Prime Minister, Dr Horace Chang, and Minister of Local Government, Desmond McKenzie, to discuss viable solutions to these problems. We regret that this matter has proven so intractable, but we intend to continue these discussions until a solution is reached.

SAJ Collaborations

Over the course of the year, the SAJ partnered with numerous bodies and delegations in support of its role as a facilitator in the local and regional shipping industry.

The Association participated in the Trade Forum organised by the Ministry of Industry, Investment and Commerce and the Trade Facilitation Task Force in March 2023, where I was a featured panellist. A delegation of the SAJ's members and Managing Committee was also in attendance, highlighting the body's vital role in shaping Jamaica's transportation and logistics landscape.

The SAJ also hosted a delegation from the International Longshoremen's Association for discussions regarding maritime affairs. This meeting, facilitated by the Union of Clerical Administrative and Supervisory Employees, provided an opportunity for the visiting group to interact with SAJ representatives, including Vice-President Corah Ann Robertson Sylvester, Chief Executive Officer Trevor Riley, and Deputy General Manager Terrence Brooks. The SAJ played a pivotal role in the delegation's comprehensive three-day visit to Jamaica, which included a tour of the Port of Kingston, discussions with Kingston Wharves Limited, and a meeting with Ministry of Labour and Social Security.

The Data Protection Act, 2020

The SAJ has proactively addressed the upcoming changes introduced by The Data Protection Act, 2020, aiming to understand its implications and ensure compliance. Additionally, the SAJ has explored how it can raise awareness and help its members achieve compliance. In this pursuit, the SAJ conducted a Data Protection Act workshop on May 11, 2023, with the facilitation of attorneys at law, Myers, Fletcher & Gordon. This multifaceted approach underscores SAJ's crucial role in adapting to the evolving regulatory environment and providing valuable support to our members.

Corporate Social Responsibility

We have long embraced a robust corporate social responsibility (CSR) mandate that reflects the Association's commitment to making a positive impact in Newport West, Greenwich Farm, and surrounding communities. The SAJ is deeply involved in the Marcus Garvey Basic School feeding programme, which meets a critical need within the community; by providing nutritious meals to the young students, the SAJ contributes to their overall well-being, health, and educational development.

Another hallmark initiative under this mandate is the annual Christmas treat for the elderly which saw us organise and deliver care packages for 50 residents. Beyond the seasonal celebrations, this programme fosters a sense of

Top: Shipping Association of Jamaica vice-president Corah Ann Robertson Sylvester presents copies of the body's history book to the members of the International Longshoremen's Association.

Middle: Registrants at the Shipping Association of Jamaica's Data Protection Act, 2020 seminar.

Bottom: Celine Daley, accounts payable clerk at the Shipping Association of Jamaica, presents a care package to one of 50 elderly residents who benefitted from the body's annual treat.





Top: Principal of the Marcus Garvey Basic School, Judonna Smikle (second from left), is all smiles as she receives a token from the SAJ team of Dionne Mason-Gordon, operations manager – member services; Debbie Ann Dobson, deputy operations manager – HR and Training; and Jean Hinds-Bell, internal auditor.

Middle: SAJ internal auditor, Jean Hinds-Bell, presents a Christmas gift to a student of the Marcus Garvey Basic School during its annual treat.

Bottom: Members of the Shipping Association of Jamaica's Managing Committee present a token of appreciation to former President Michael Bernard (center).

community and reinforces the Association's commitment to the betterment of the community at large.

Furthermore, the SAJ extends its CSR efforts at the school to ongoing assistance with teachers' salaries and occasional capital costs. Through our involvement with the Marcus Garvey Basic School over the past 30 years, the SAJ ensures the institution can attract and retain talented educators and contribute to creating a brighter and more inclusive future for the communities it serves.

Retirement of Michael Bernard

The shipping industry celebrated the retirement of former SAJ President Michael Bernard, who concluded a remarkable 52-year career in the sector. A retirement event, hosted at SAJ's Newport West headquarters and organised by the Jamaica Freight and Shipping Company in collaboration with the Association, gathered industry leaders to pay tribute to Mike's outstanding contributions.

His career encompassed numerous leadership roles, including a stint as SAJ Vice-President from 2003 to 2005, overseeing industrial relations. He also contributed to various boards related to shipping, displaying his commitment to the industry's growth. He was a very active representative on the Council and various bodies of the Caribbean Shipping Association. With his retirement, Bernard leaves a legacy on both the local and regional maritime community.

Farewell to Laurence Paul Scott and Dr Marshall Hall

The maritime industry mourned the loss of Laurence Paul Scott and Dr Marshall Hall, highly respected figures in Jamaica's shipping and logistics sector.

Mr Scott was a former chairman of the Shipping Association of Jamaica, whose tenure coincided with the critical relocation of the Port of Kingston to the more efficient Newport West facilities in 1966, an endeavour in which he played a significant role. His negotiations with union leaders and worker delegates aided substantial improvements in labour conditions and arrangements for port workers. Scott was inducted into the SAJ's Hall of Fame in 2022 and leaves behind a legacy of industry innovation and progress.

Dr Marshall Hall was a respected economist and influential business leader. He was the force behind the teaching of business at the University of the West Indies and served variously for four decades as a CEO and director at Jamaica Producers Group (JPG), where his leadership contributed to the flourishing of Jamaica's banana export industry.

Dr Hall's contributions extended further into the maritime and logistics sector, where he served as a director at Kingston Wharves Limited. His remarkable influence played a key role in the development of the terminal operator and had a positive impact on the growth of the Port of Kingston. His exceptional life and contributions will be remembered as a testament to his steadfast dedication to Jamaica's progress and prosperity.

Commendations to Charles Johnston, OJ, CD

The industry was inspired to learn shipping stalwart and SAJ Immediate Past President Charles Johnston was selected for the national honour of the Order of Jamaica by Governor General Sir Patrick Allen. Mr Johnston, who serves as chairman of Jamaica Fruit and Shipping Company Limited and Jamaica Producers Group, has been conferred with the honour for his contribution to Jamaica's shipping and logistics industry.

Caribbean Shipping Association

The SAJ maintains its longstanding relationship with the Caribbean Shipping Association (CSA), assisting with its seamless administration and management. This includes the successful execution of its annual general meeting (AGM) in San Juan, Puerto Rico in October 2022 and its Caribbean Shipping Executives' Conference in Fort Lauderdale, Miami in May 2023. During its last AGM, the CSA's delegates re-elected two SAJ executives to its General Council. Mark Williams was reconfirmed as Group B Chairman, and I was re-elected as Vice-President.

The CSA Secretariat, partially housed at the SAJ, continues to offer its support to the regional body's mandate to advance the sector through advocacy, training and collaboration. The Secretariat will turn its attention to the CSA's 53rd AGM, Conference and Exhibition slated for Port of Spain, Trinidad and Tobago in October 2023.

Caribbean Maritime University

President of the Caribbean Maritime University (CMU) Professor Andrew Spencer met with the SAJ's Managing Committee and shared his vision for the University in January 2023. Professor Spencer, who took the reins of the CMU in September 2022, committed to engaging the SAJ to determine the industry's needs and how the CMU can provide support. Two SAJ executives, Vice-President Corah-Ann Robertson Sylvester and CEO Trevor Riley, serve on the CMU Council, providing invaluable expertise and guidance to help shape the university's strategic direction. Creditably, the CMU staged a three-stop Maritime Mania Exhibit to expose secondary students to careers in the shipping and logistics industry in March/April. Additionally, its Industry Conference on developments in the sector returned for a second staging in September.

Conclusion

As I conclude my tenure as President, I extend my deepest gratitude to each member, stakeholder, and associate who has been a part of this incredible journey. Together, we have navigated challenges, seized opportunities, and strengthened our position as a leading force in the maritime industry. Your commitment to our shared goals has been nothing short of remarkable, and I am deeply appreciative for the trust and confidence you placed in me to lead this esteemed organisation.

I pay tribute to the staff of the Association, who in very difficult and trying times continue to show commitment to ensuring that the mission of the SAJ is given meaning in the daily execution of their tasks. We are fortunate to have the type of people who work for the SAJ: dedicated, creative, hardworking and displaying a brand of flexibility in navigating the countless challenges the organisation faces almost every single day. We thank the CEO and the Deputy General Manager for their skill in leading and supporting this team.

To all SAJ stakeholders, your support and commitment have been the driving force behind our accomplishments, and I have no doubt that the Shipping Association of Jamaica will continue to thrive under new leadership.

Thank you for your firm support and may the future of the maritime industry shine even brighter in the years to come.

Sincerely,

WILLIAM BROWN

PRESIDENT, SAJ ●



TOP: Nearly 300 delegates from the maritime and allied industries attended the 21st Caribbean Shipping Executives' Conference in Fort Lauderdale.

ABOVE: President of the Caribbean Maritime University Professor Andrew Spencer (second from left) is presented with a copy of 'History of the Shipping Association of Jamaica, 1939-2005: Jamaica's premier maritime institution' from SAJ president, William Brown (left), vice-president Corah Ann Robertson Sylvester and chief executive officer Trevor Riley during a meeting at the Association's Newport West head office in January.

Our Executive Team



Trevor Riley J.P.
Chief Executive Officer
**profile on page 13*



Terrence Brooks
Deputy General 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 has 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. In 2021, he was promoted to the role of Deputy General Manager.

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.



Jade Wright
Chief Financial Officer, SAJE Group

Jade Wright performs the role of Chief Financial Officer of the SAJE Group. He leads a finance department of 14 members for the SAJE Group and related companies. Chief among his responsibilities are the preparation of financial statements, assessing the viability of possible acquisitions, as well as financial management for the Group's operations. He has over a decade of experience in external audit of large and medium-sized organisations across several industries in Jamaica and the wider Caribbean region prior to his appointment to the SAJE Group.

He is a CFA Charterholder and a member of the CFA Institute and the CFA Society Jamaica. Mr Wright is also a Fellow of the Association of Chartered Certified Accountants and holds a Bachelor of Science degree (First Class Honours) in Management Studies (Accounting) from the University of the West Indies.



Dionne Mason-Gordon
Operations Manager, Member Services

Dionne Mason-Gordon has served the SAJ for 35 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 Executives Services Officer and in 2010, became the Operations Manager, Property and Administration. Then, in 2021, she was made Operations Manager, Member Services.

Mrs Mason-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 is the company secretary for The Caribbean Shipping Association (CSA) and CSA Training Trust Fund and assists the CSA as the manager of two annual conferences. She is also a member of the C&WJ Credit Union Supervisory Committee and a Member Trustee for the SAJ Staff Pension Fund.

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

With almost two decades' experience in accounting, Miss Hall is the Operations Manager of Finance. Since joining the SAJ in 2002, she has provided 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.

She 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.



Debbie Ann Dobson
**Deputy Operations Manager,
HR and Training**

Debbie Ann Dobson joined the SAJ in 2012 as a Human Resources Assistant and served as HR and Benefits Administrator from 2016-2017. In 2018, she was promoted to Deputy Operations Manager - HR and Training.

Prior to joining the SAJ, Mrs Dobson had over 15 years' experience in Administration but her love and appreciation for the human capital endeared her to aspire to be a Human Resource Professional.

At present she assists in the Secretariat of the Caribbean Shipping Association (CSA) for its Annual Conferences.

She holds a Bachelor of Science Degree in Management Studies with a Major in Human resource Management from the Northern Caribbean University. She is also a recipient of an Associate Degree in Management Studies and is a Certified Professional Secretary. ●

Human Resource Development

HRD MISSION STATEMENT

We are committed to creating a motivated, competent, healthy and productive workforce through training, teamwork, customer service and integrity.

We will be responsible for the implementation and administration of human resource policies in a timely and efficient manner.

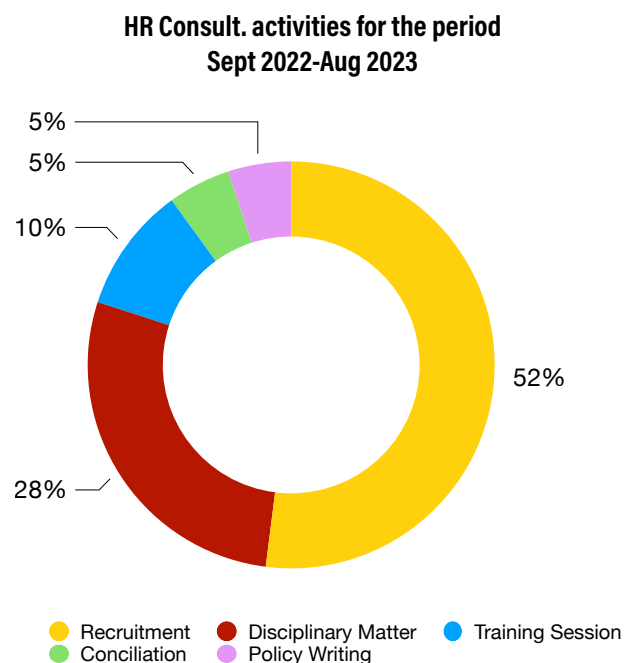
HUMAN RESOURCE DEVELOPMENT

SAJ CONSULTANCY GROUP

The SAJ has reenergised its human resource consultancy and currently offers a paid service to members and local businesses. The SAJ Consultancy Group in its value proposition demonstrates its commitment to comprehending the pivotal factors affecting your organisation and harnessing our extensive expertise in personnel management to extract the utmost value from your human resource assets. Our range of services can be tailored to your unique needs, offered as a standalone project, continuous support in collaboration with your in-house team, or comprehensive management of your HR functions. We specialise in crafting an appropriate human resource strategy or delivering hands-on services to fortify your organisation. Our success in ensuring consistent employee performance hinges on our effective recruitment strategies, meticulous staffing analysis, deep understanding of regulatory frameworks, and a keen appreciation of your organisational requisites. Our core services are as follows:

1. Human Resource Consulting
2. Industrial Relations
3. Investigation of Grievances & Disciplinary Procedure
4. Health Management
5. Recruiting & Talent Acquisition
6. Policy Development
7. Training & Development

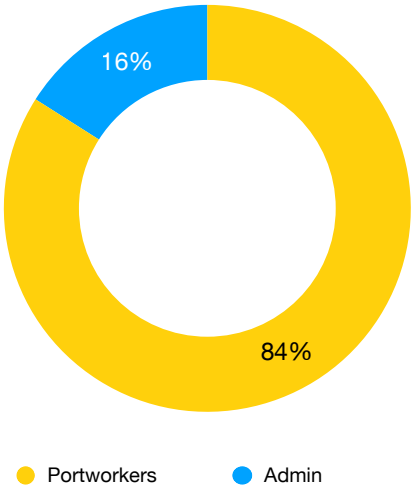
As a testament to our expanding reach, SAJ Consultancy Group is proud to announce that we have extended our HR services and consultancy to a total of seven (7) companies. Among these, six (6) are esteemed members of the shipping industry, while one (1) operates in the private sector. Below, we present a summary of the activities undertaken during the reporting period:



RECRUITMENT AND SELECTION

The Human Resources Development Department was fully engaged in recruitment and selection of several qualified individuals to fill vacant posts for its own operations and the associated companies. Thirteen (13) administrative hires and sixty-seven (67) Portworkers (Stevedore - 26 & Logistics Clerk- 41) were recruited and onboarded during the period under review.

Recruitment - Admin & Portworkers



TRAINING

In pursuit of our mission to foster talent development while aligning with our strategic objectives, the SAJ remains dedicated to the continued growth and empowerment of our workforce. During the reporting period, we reaffirmed our commitment to employee development, even amidst challenging financial circumstances.

During this period, a notable achievement was the active participation of several administrative employees in training programmes. These programmes encompassed essential areas of professional development, including:

- 1. Sexual Harassment Awareness:** To reinforce a safe and respectful workplace culture, the SAJ introduced the Sexual Harassment Prevention Policy on July 5, 2023. Subsequently, all administrative and support staff underwent comprehensive training sessions, equipping them with a thorough understanding of the policy's expectations, guidelines, and procedures.

Moreover, our dedication to promoting a harassment-free workplace extended beyond our organisation. The SAJ proudly extended its expertise by conducting sexual harassment prevention workshops for two companies within the port community. This outreach effort contributes

to the broader goal of fostering respectful and inclusive work environments beyond our immediate purview.

- 2. Data Protection Training & Support:** In alignment with our commitment to data security and privacy, employees were provided with training and support in the realm of data protection. This not only ensures compliance with regulations but also safeguards the sensitive information entrusted to us.
- 3. Leading with Emotional Intelligence:** Recognising the significance of emotional intelligence in effective leadership, SAJ facilitated training sessions in this area. Employees were equipped with valuable skills to enhance their leadership capabilities and foster a more harmonious and productive work environment.

In summary, our enduring commitment to talent development and the cultivation of a respectful and progressive workplace is reflected in these training initiatives and our contributions to our broader community.

EDUCATION ASSISTANCE FOR EMPLOYEES

The SAJ continues to support educational initiatives for our employees and their children under our education assistance policy. Currently, one (1) employee is being supported to pursue a bachelor's degree.

EDUCATION ASSISTANCE FOR CHILDREN OF EMPLOYEES

For the 2023/2024 academic year, forty-five (45) employees (Admin. and Portworkers) benefitted from the education assistance programme to assist with back-to-school expenses. A total of seventy-three (53) students were beneficiary on the programme. The breakdown is as follows:

Category of Staff	Education Assistance
Stevedores	20
Administrative Staff	25

SAJ TVET TRAINING PROGRAMME

SAJ TVET programme aims to ensure that Stevedores maintain consistently high quality and productivity levels. This programme allows the SAJ to provide world class trained and certified skilled workers to the constituent members of the Association.

Currently five (5) SAJ trainers are undergoing Stevedoring Operations (Assessment Only) - NVQ-J Level 2 certification programme.

STEVEDORING TRAINING

Twenty-six (26) Stevedores were recruited and trained during the period under review.

LOGISTICS TRAINING

Thirty-three (33) Logistics Clerks were recruited and trained during the period under review. A batch of eight (8) trainees are currently in training. For the first the SAJ employed and trained a female as a Logistics Clerk.

CAR DRIVER TRAINING

Seventeen (17) Stevedores were cross trained to operate vehicles on the car vessels during the period. This was in keeping with fulfilling the demand for drivers on car vessel operations at Kingston Wharves Limited.

FORKLIFT REFRESHER TRAINING

Nine (9) Stevedores were re-assessed to operate forklifts during the review period. This was with the view to offer the services to our customers if needs be.

FACILITIES UNIT

The Facilities Unit provides a wide range of services to member companies of the SAJ as well as the Corporate Area. Our services include, but are not limited to, the following:

- Janitorial
- Grounds Man
- Office Attendance
- Electrostatic Sanitisation
- Pre/Post Event Cleaning
- Residential Cleaning
- Post Construction Cleaning

CANTEEN OPERATIONS

The SAJ Canteen provided thirty thousand two hundred and twenty (30,220) meals over the past year, this is a decrease of two thousand seven hundred and eighty (2,780) when compared to the previous period. Staffed by seven individuals, the unit provides breakfast and lunch to SAJ staff and more than ten businesses in the Newport West community and its environs.

OFFICE ATTENDANT SERVICE

The staff complement for office attendance is four (4); we provide three (3) Office Attendants to two (2) businesses within the Newport West community.

JANITORIAL SERVICE

Janitorial staff complement is eight (8); we service the SAJ property as well as seven (7) other locations to include in the Corporate Area and Portmore. During the period we provided relief services to two (2) locations when their staff was absent.

SECURITY SERVICE

Fifteen (15) highly trained and PRSA certified men and women comprise the security unit which provides security services to the SAJ property at 4 Fourth Avenue as well as servicing four (4) other locations which includes residential guard service within the Corporate Area.

RECRUITING CENTRE - LABOUR SUPPLY

ATTRITION

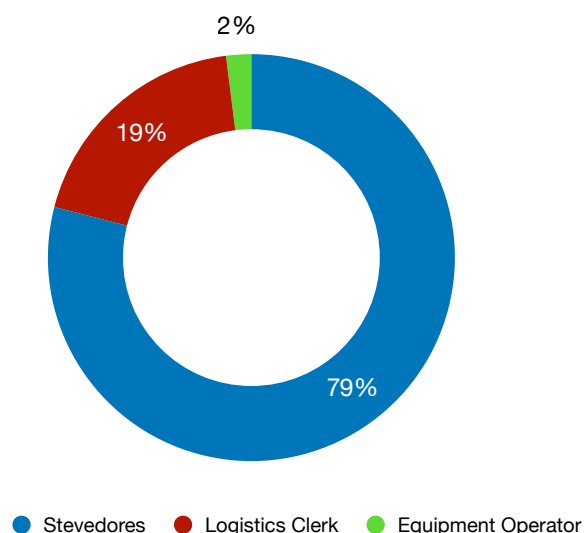
Between September 2022 and August 2023, forty-seven (47) workers separated from the Association. This total includes eleven (11) Logistics Clerks.

LABOUR STRENGTH (LASHING POOL)

As at August 2023, the SAJ had one hundred and seventy-seven (177) Stevedores, forty-two (42) Logistics Clerks and five (5) Equipment Operators on roster.

Labour Strength as at August 2023	
CATEGORY	TOTAL
Registered Stevedores	177
Logistics Clerk	42
Equipment Operators	5
GRAND TOTAL	224

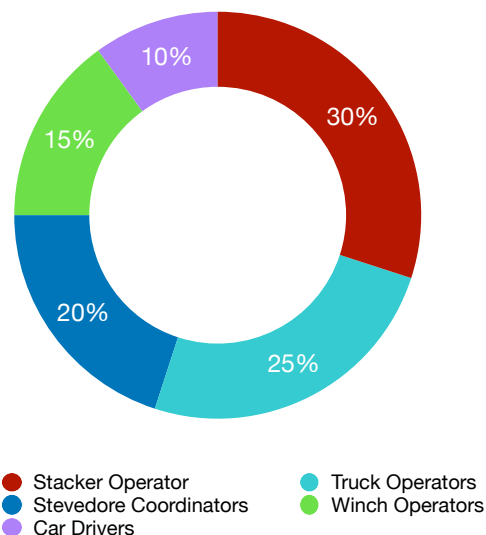
LABOUR STRENGTH 2023



SPECIALISED LABOUR

LABOUR STRENGTH AUGUST 2023 (SPECIALISED LABOUR)	
CATEGORY	TOTAL
Stevedore Coordinators	4
Stacker Operator	6
Winch Operators	3
Car Drivers	2
Truck Operators	5
Forklift Operators	9
GRAND TOTAL	29

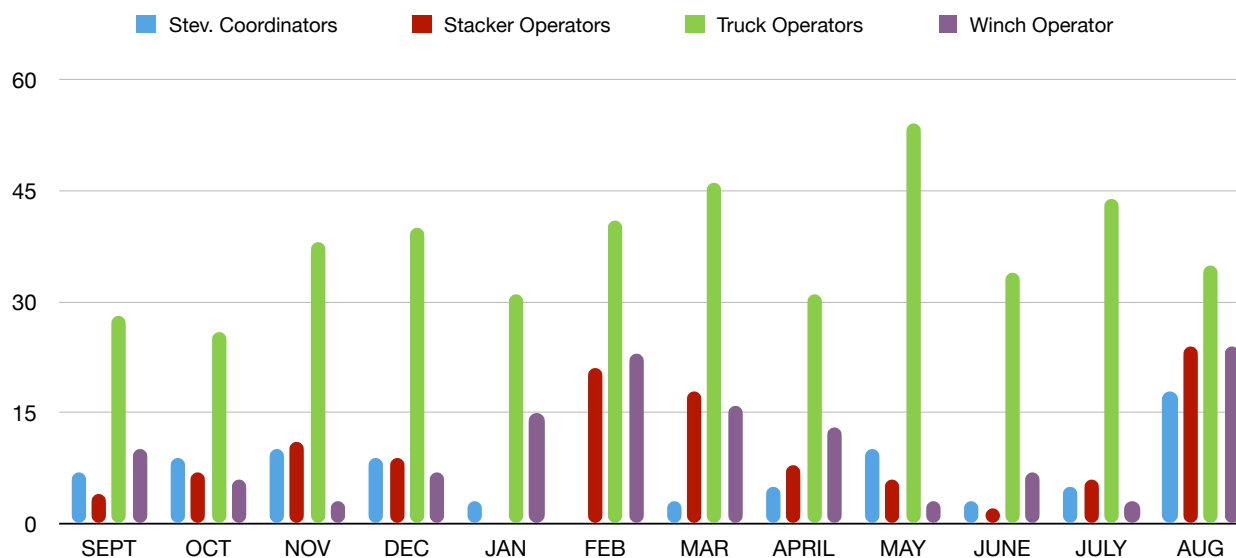
SPECIALISED LABOUR POOL 2023



SPECIALISED USAGE SEPT 2022- AUG 2023

MONTHLY SPECIALISED LABOUR USAGE - SEPT 2022-AUG 2023													
	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL
Stevedore Coordinators	7	9	10	9	3	0	3	5	10	3	5	18	82
Stacker Operator	4	7	11	9	0	21	18	8	6	2	6	24	116
Truck Operators	28	26	38	40	31	41	46	31	54	34	44	35	448
Winch Operators	10	6	3	7	15	23	16	13	3	7	3	24	130
	49	48	62	65	49	85	83	57	73	46	58	101	727

Monthly Specialised Labour Usage September 2022 - August 2023

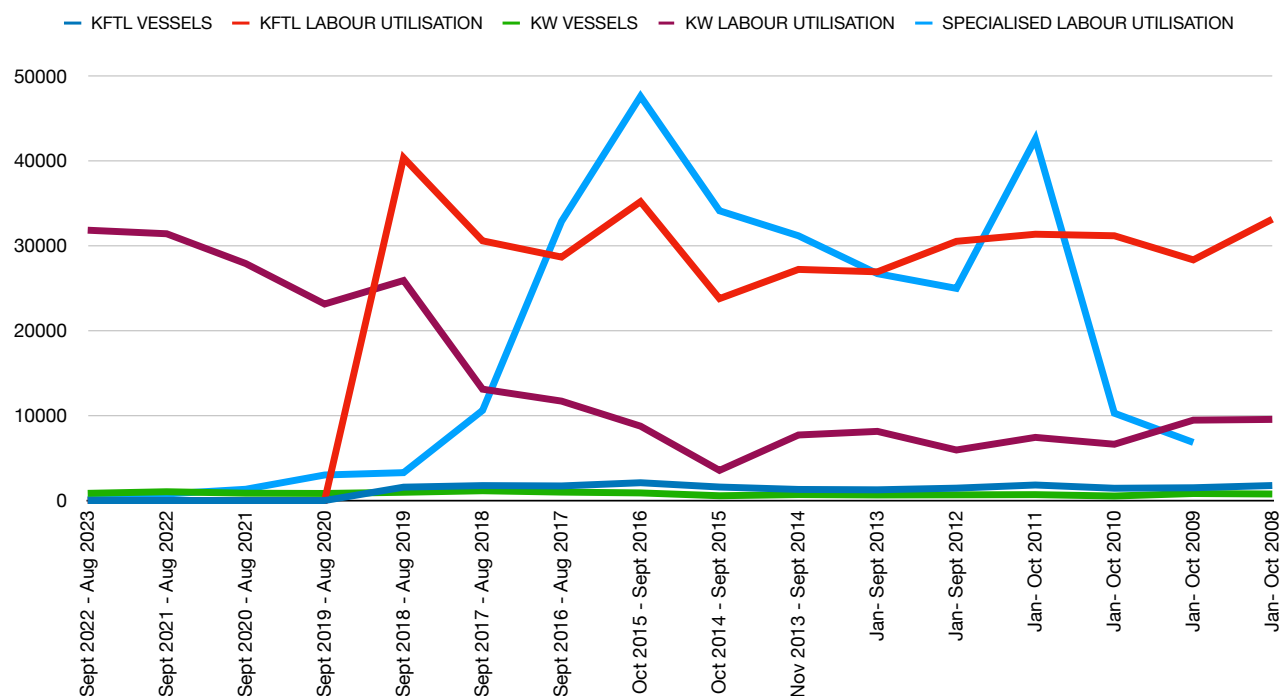


Labour Analysis 2008-2023

SHIFTS SUPPLIED 2008-2023					
YEAR TO DATE	KFTL VESSELS	KFTL LABOUR UTILISATION	KW VESSELS	KW LABOUR UTILISATION	SPECIALISED LABOUR UTILISATION
Sept 2022 - Aug 2023	0	0	848	31872	101
Sept 2021 - Aug 2022	0	0	1036	31453	1395
Sept 2020 - Aug 2021	0	0	864	27944	1327
Sept 2019 - Aug 2020	0	0	833	23169	3011
Sept 2018 - Aug 2019	1576	40408	973	25940	3288
Sept 2017 - Aug 2018	1761	30619	1153	13128	10627
Sept 2016 - Aug 2017	1721	28703	994	11721	32906
Oct 2015 - Sept 2016	2098	35234	898	8770	47656
Oct 2014 - Sept 2015	1591	23805	564	3554	34163
Nov 2013 - Sept 2014	1307	27249	699	7727	31214
Jan- Sept 2013	1265	26965	653	8153	26748
Jan- Sept 2012	1460	30560	671	5957	25014
Jan- Oct 2011	1830	31398	694	7445	42633
Jan- Oct 2010	1447	31217	532	6636	10296
Jan- Oct 2009	1507	28374	826	9478	6848
Jan- Oct 2008	1769	33168	769	9564	

LABOUR SUPPLIED

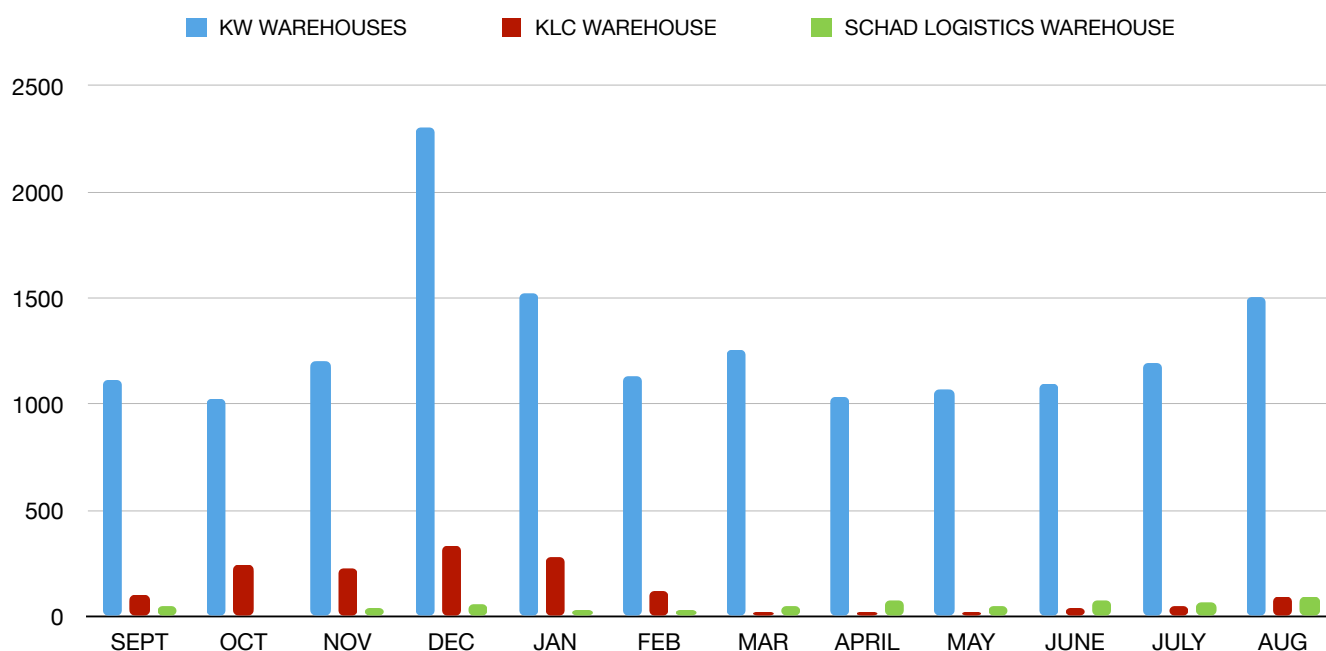
Shifts Supplied 2008-2023



LOGISTICS POOL SUPPLIED

LOGISTICS CLERKS SHIFTS SUPPLIED - SEPT 2022 - AUG 2023				
	KW WAREHOUSES	KLC WAREHOUSE	SCHAD LOGISTICS WAREHOUSE	TOTAL
SEPTEMBER	1113	102	48	1263
OCTOBER	1024	239	7	1270
NOVEMBER	1203	226	37	1466
DECEMBER	2304	336	55	2695
JANUARY	1523	277	29	1829
FEBRUARY	1129	119	33	1281
MARCH	1257	25	49	1331
APRIL	1031	18	74	1123
MAY	1070	24	49	1143
JUNE	1098	41	77	1216
JULY	1192	50	64	1306
AUGUST	1502	94	92	1688
TOTAL	15446	1551	614	17611

Shifts Supplied (Logistics Clerks) Sept 2022-Aug 2023



HEALTH AND WELLNESS

HEALTH AND WELLNESS

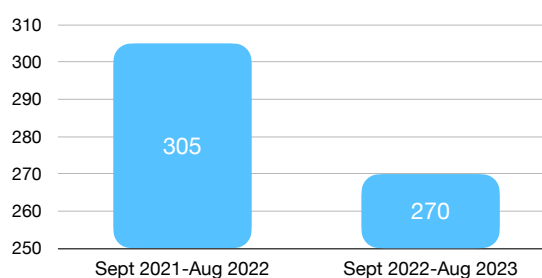
SAJ continues to promote a culture of health and well-being for our employees. Dr Lorenzo Crumbie and the Newport Medical team provided health and wellness awareness sessions to encourage healthier lifestyles among SAJ staff and the port community. The sessions allowed employees to identify stresses, improve overall health and maintaining a good work life balance so they can function at their optimum level.

HEALTH & WELLNESS EVENTS HELD FOR THE PERIOD SEPT 2022- AUG 2023			
	2022	2023	Comments
Jan			
Feb			
March			
April		Colon Cancer	
May		Asthma & Allergy	
Jun		Scoliosis Awareness	
Jul		Mental Health	
Aug		National Immunisation	
Sep	Prostate & Ovarian Cancers		PSA & other blood test were conducted
Oct	Breast & Liver Cancers		Free medical checks were conducted
Nov			
Dec	Blood Drive		Facilitated by Blood Bank

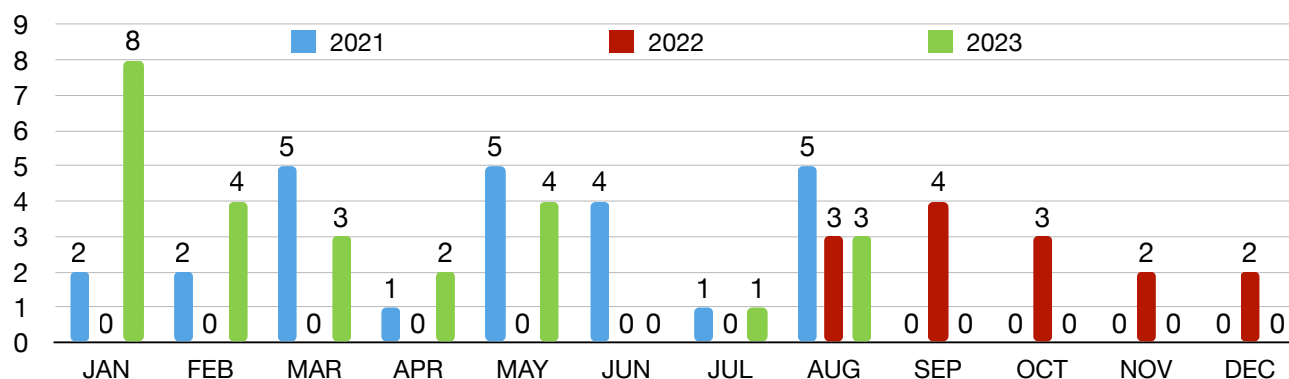
SAJ CORPORATE SOCIAL RESPONSIBILITY

We remain committed to positively support the Greenwich Farm community by way of providing free health care twice per month for the residents. For the period September 2022 to August 2023 a total of two hundred and seventy (270) patients were seen at the community clinic which is a decrease of thirty-five (35) compared to the previous period.

Comparison of Clinic Vists Sept 2021- Aug 2022 & Sept 2022- Aug 2023



Comparison of OJI Sept 2021- Aug 2022 & Sept 2022- Aug 2023

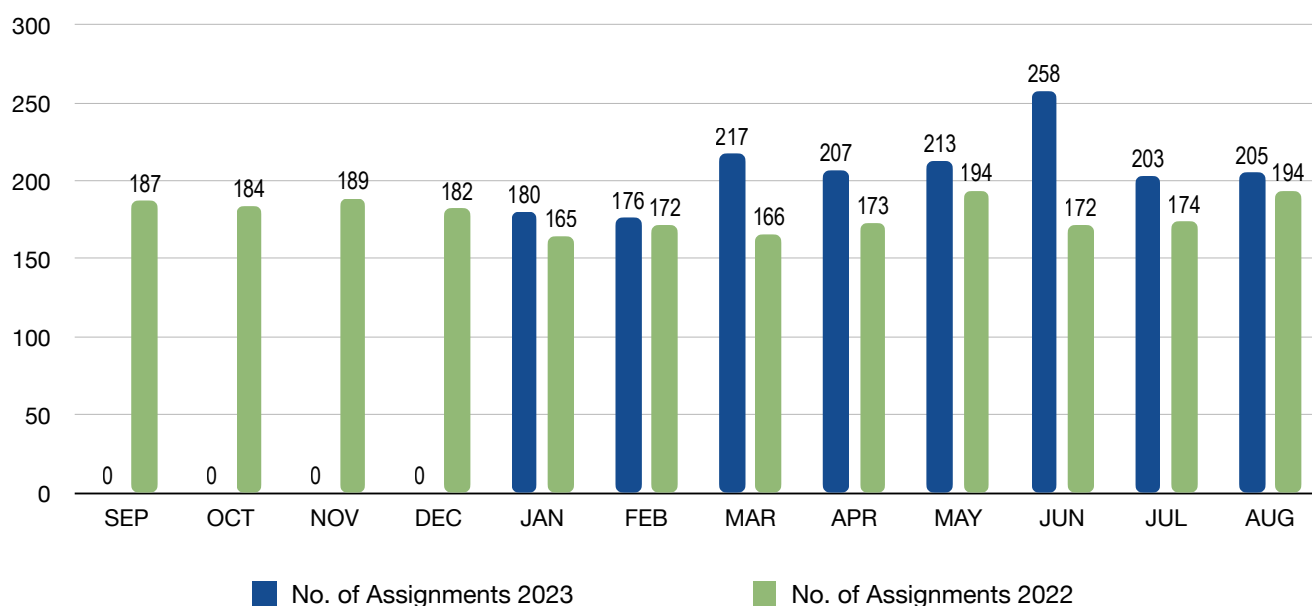


SAJ CANINE DIVISION

The unit continued its strong performance over the last 12 months in keeping with the recovery of the economy and increases in exports and increased security screening by some customers. We remain focused on improving our training methodology and breeding program to ensure the continued success of the unit. ●

MONTH	No. of Assignments 2023	No. of Assignments 2022
SEPTEMBER	-	187
OCTOBER	-	184
NOVEMBER	-	189
DECEMBER	-	182
JANUARY	180	165
FEBRUARY	176	172
MARCH	217	166
APRIL	207	173
MAY	213	194
JUNE	258	172
JULY	203	174
AUGUST	205	194

Comparison of Assignments Sept 2022-Aug 2023



Communications & Member Services

COMMUNICATIONS AND MEMBER SERVICES

The Communications and Member Services Department plays a crucial role in the Association's activities by providing support through information distribution, organising training workshops, and advocating for initiatives that benefit its members and the shipping and logistics sector.

Agents' Committee

Under the leadership of Chairman Anna Hamilton, the Agents' Committee remains active in proposing improvements and refinements to processes and procedures within the Shipping Association of Jamaica (SAJ) and the broader maritime industry to enhance overall effectiveness.

Customs Act 2020 review

The SAJ awaits the finalisation of the Customs Act, 2020, following approval of the Joint Select Committee of Parliament's recommendations in October 2022. The SAJ remains committed to advancing the maritime industry and expects that the implementation of this Act will foster a more favourable trade environment.

ASYCUDA

A contract for ASYCUDA upgrades was signed in May 2023, focusing on e-commerce and a simplified declaration process through the electronic Single Administrative Document (e-SAD) for low value shipment.

Up to the time of writing this report, members were barred from adding new users to the ASYCUDA system, which is crucial for customs and trade-related activities. The SAJ actively engaged the Jamaica Customs Agency (JCA) and the Commissioner of Customs for an appropriate solution. A mid-year development saw brokers being able to add new registrants, but agents still faced challenges.

The SAJ continued to lobby the JCA for a solution to the ongoing ASYCUDA registration problem and a more systematic approach to adding new users.

Body Worn Cameras

Customs examining officers began using body-worn cameras in May 2023. While welcome, the oversight initiative began without before Standard Operating Procedures (SOP) for camera usage were completed and implemented, which raised members' concerns regarding access to camera footage and monitoring responsibilities. The SOP are now complete and under review.

Contactless Clearance Process

The JCA initiated a Contactless Clearance Pilot (CCP) project with Kingston Wharves Limited (KWL) in October 2022. This project covered door-to-door and pre-clearance shipments, with weekly meetings held with warehouse operators and agents.

The Contactless Clearance Process was officially implemented on May 1, 2023, for non-commercial cargo via sea and air, with separate auction procedures introduced.

Agents had the option to offer contactless clearance to customers by June 2023, but some customers expressed dissatisfaction due to not being present during inspections. Discussions continue among members regarding these concerns and challenges related to customer involvement in the clearance process.

Of course, members' participation in contactless clearance is also challenged by their inability to add new users to the ASYCUDA system.

Bond Requirement

Customs introduced new bond requirements, effective from November 1, 2022. The SAJ wrote to the Commissioner of Customs, requesting a postponement of the implementation date as agents needed time to adjust their bonds. The Commissioner agreed to allow a deposit instead of the bond until December 31, 2022, with the requirement that the bond listed in ASYCUDA must match the Agent's name.

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PayGate

Recurring issues with the PayGate payment system for customs duties and charges were reported to the JCA which noted that upgrades were made to address the glitches. Despite the updates, the problems persisted, especially concerning IP8 payments and security charges.

The PayGate system is being revised but no implementation date has been determined. The updated system will simplify client onboarding, enable other government agencies to accept online payments, enhance auditing and reporting capabilities, and potentially support digital and cryptocurrency payments pending government approval.

JCA Mobile App

The Jamaica Customs mobile app, scheduled for launch in November 2022, experienced delays, with no new date specified. A soft launch of the app, which facilitates tracking, duty estimation, tariff search, and a payment service, occurred in April 2023. Payment options are being developed for faster processing. Phased rollouts of features are planned, with the payment option expected in the second phase. Cash payments remain an alternative. The app remains in the pilot phase.

Fair Trading Commission

The Fair Trading Commission conducted an assessment of the legislative framework governing the shipping industry to identify regulatory options that benefit Jamaica's international trade by maximising economic gains.

The SAJ Agent's Committee was assigned the responsibility of reviewing the preliminary report and providing responses.

Publicity and Promotions

Shipping Feature

The Association's weekly presence in the Jamaica Gleaner remains as crucial an asset to the industry as it was when created in 1987. It has expanded its coverage beyond sector highlights and successes and now explores a wider range of current issues and industry developments, offering valuable insights to its readership.

Noteworthy publications over the past year include:

- US\$37-million shipyard project pushes Jamaica closer to logistics target
- New CRI report tackles shipping sustainability
- Factors that influence ocean freight rates
- Nine major carriers pledge full adoption of electronic bills of lading by 2023
- Declining freight rates signal end of carriers' record profits
- CSA, IDB sign agreement to accelerate shipping industry decarbonisation
- Jamaica's first floating dock arrives
- Jamaican seafarers to benefit from training and employment agreement with Canada
- Remembering shipping icon Laurence Paul Scott

Day of the Seafarer and World Maritime Day

The SAJ collaborated with the Maritime Authority of Jamaica to promote awareness of the International Day of the Seafarer, held on June 25, and World Maritime Day, staged September 28, which were celebrated under the theme "MARPOL at 50 – Our commitment goes on". Leading up to the observance of both, articles were published highlighting seafarers' experiences and the importance of industry problems.

Training

The Communications and Member Services team continues to emphasise training opportunities for the SAJ's membership, organising a series of workshops to provide instruction to and certification for its members in specific industry and general people skills. Over 200 participants attended the courses which included International Maritime Dangerous Goods Code, the Data Protection Act 2020, Customer Service Excellence and Artificial Intelligence in Business, Shipping and Logistics.





EXPO JAMAICA: Prime Minister of Jamaica Andrew Holness (right) shares a light moment with Shipping Association of Jamaica exhibitors at their booth during Expo Jamaica in April 2023.



EXPO JAMAICA: Jamaica Freight and Shipping Company brought out its team to engage patrons and buyers at Expo Jamaica in April.



Expo Jamaica

The SAJ facilitated the participation of five members in the 48th edition of Expo Jamaica in April 2023. The members comprised ADVANTUM, Atlantic Shipping, Jamaica Freight and Shipping Company Limited, Maritime and Transport Services Limited, and the SAJ Consultancy Group. The Association's involvement assisted the companies to showcase their products and services to a diverse audience. The event was officially launched by Prime Minister Andrew Holness, who visited the SAJ's exhibition on the opening day.

Beyond the SAJ-supported exhibitors, other members which displayed include Jamaica Trading Services Limited, Kingston Wharves Limited, Lannaman and Morris Shipping, Laparkan Jamaica, and Seaboard Jamaica.

Community Outreach

The SAJ is deeply dedicated to the Greenwich Farm community and its residents, actively engaging in various initiatives to support and uplift both. The Association supports the nearby Marcus Garvey School through a range of activities, including hosting a bi-weekly clinic, supporting the school's breakfast programme through staff donations, contributing to staff salaries and organising annual Christmas celebrations for students and elderly residents. Of note, the SAJ has offered invaluable, ongoing assistance to the school for the past three decades.

SAJ support of CSA

SAJ Consultancy Group continues to be a vital support system for the Caribbean Shipping Association (CSA), successfully organising its 52nd Annual General Meeting, Conference and Exhibition in Puerto Rico in October 2022 and the 21st Caribbean Shipping Executives' Conference in Fort Lauderdale, Florida in May 2023. Both events were well-received by delegates and attracted significant media coverage.

The SAJ's public relations and communication efforts encompass crafting compelling press releases, meticulously updating social media platforms and website content, producing informative articles, and skilfully crafting speeches, presentations, and other relevant documentation. This comprehensive approach has not only amplified the CSA's visibility but has fortified its reputation as a prominent player in the maritime industry. SAJ's dedication to the CSA's public image through diverse communication channels underscores its commitment to promoting and supporting the regional association's initiatives and endeavours across the Caribbean.

General Media Coverage

The Department maintains robust media relationships to facilitate the reporting of industry-related matters and events. This is achieved through dissemination of media advisories and press releases, promptly addressing queries and requests, and ensuring thorough coverage of SAJ and members' events.

Internal Communication

The SAJ places a strong emphasis on internal communication efforts within the organisation. The SAJ regularly shares crucial information, updates, and accomplishments to promote a productive work environment.







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