



Annual Report 2021

83rd
Annual General
Meeting

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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. ■



AGM Agenda

ITEM 1 CALL TO ORDER

ITEM 2 APOLOGIES

ITEM 3 (a) CONFIRMATION OF MINUTES

82nd Annual General Meeting held on Friday, November 27, 2020.

(b) Matters Arising

ITEM 4 (a) PRESIDENT'S REPORT FOR 2021

(b) Matters Arising

ITEM 5 PRESENTATION OF FINANCIAL STATEMENTS

Approval of Audited Financial Statements to Year End 31 December 2020

Unaudited Financial Statements for the period January to September 2021

ITEM 6 ELECTION OF:

President for 2022

Vice President for 2022

Managing Committee Members for 2022

ITEM 7 APPOINTMENT OF AUDITORS

ITEM 8 ANY OTHER BUSINESS

ITEM 9 TERMINATION



Minutes of the 82nd Annual General Meeting

Held Friday, November 27, 2020 at 10:00 a.m.
at the Conference Room of the Shipping Association of Jamaica & Online Via ZOOM
4 Fourth Avenue, Newport West

In Attendance:

Name	Company	Voting Status
Kim Clarke	Maritime & Transport Services Ltd.	Voting
	Maritime Towing Co. Ltd.	Voting
	Seaport Equipment Ltd.	Voting
	Port Contractors Ltd.	Voting
Denise Lyn Fatt	Freight Handlers Limited	Voting
Roger Hinds	Transocean Shipping	Voting
	MSC Jamaica Ltd.	Voting
Charles Johnston	Jamaica Fruit & Shipping	Voting
	Jamaica Producers Shipping	Voting
	PSC Limited	Voting
Jeffrey Hall	Jamaica Producers Group	Voting
Anna Hamilton	Jamaica Freight and Shipping	Voting
Michael Bernard	Shipping Services (Stevedoring) Ltd	Voting
	Interseas Ltd	Voting
	Ship Management Services	Voting
	Coastal Shipping	Voting
William Brown	Lannaman & Morris Shipping	Voting
	Metro Investments	Voting
	Metro Shipping	Voting
	Seafreight Agencies Ltd.	Voting
Leon Campbell	Lannaman & Morris S & M Ltd.	Voting
Corah Ann Robertson-Sylvester	Seaboard Jamaica Ltd.	Voting
	Port Cold Ltd.	Voting
	Cold Port Ltd.	Voting
Grantley Stephenson (online)	Kingston Wharves Limited	Voting
	Harbour Cold Stores	Voting
	Western Terminals Limited	Voting
	Western Storage Limited	Voting
Mark Williams	Kingston Terminal Operators Limited	Voting
	KW Logistics Limited	Voting
	Newport Stevedoring Services Ltd.	Voting

In Attendance (continued)

Name	Company	Voting Status
Andre Rochester	A E Parnell & Co	Voting
	R S Gamble (1998) Ltd.	Voting
	Arnold Malabre & Co. Ltd.	Voting
Clifton Walker	Ocean Air International Ltd.	Voting
Richard Kinlocke	Gateway Shipping International	Voting
Vivienne Thompson	RK Logistics	Voting
Loxley Tulloch	International Shipping	Voting
Condell Stephenson	Gateway Shipping International	Observer
Ricardo Valentine	Royal Ocean Shipping	Non-Voting
Xan Gibson	Xars Equipment & Trucking Co. Ltd.	Voting
Ruel Gibson (Online)	Xars Equipment & Trucking Co. Ltd.	Non-voting
Erol Smith (Online)	Lasocean Agencies Ltd.	Voting
	Shipping Services Ltd.	Voting
	Adolph Levy & Bros. Ltd	Voting
Neil Smith	Shipping Services Ltd.	Voting
Frances Yeo	Assessment Recoveries Limited	Non-voting
	Advantum	Non-voting
Capt. Samir Gosh	Carib Star Shipping/ZIM	Voting
Stacia Cunningham	CFL Shipping Agency Ltd.	Voting
Carolyn Bell	CMA CGM	Voting
Cheryl Kelly (Online)	Turnel Shipping Ltd.	Voting
Trevor Riley, CEO	Shipping Association of Jamaica	Non-voting
Terrence Brooks, HRD Manager	Shipping Association of Jamaica	Observer
Sydney Lowrie	Shipping Association of Jamaica	Observer
Jean Hinds, Internal Auditor	Shipping Association of Jamaica	Observer
Sophia Walcott, Recording Secretary	Shipping Association of Jamaica	Observer
Fiona Hall	Shipping Association of Jamaica	Observer

Call to Order

The 82nd Annual General Meeting (AGM) of the Shipping Association of Jamaica (SAJ) was called to order at 10:06 a.m. by Chairman Charles Johnston.

Apologies for Absence

There were no apologies for absence.

Confirmation of Minutes

Minutes of Annual General Meeting held Friday, December 13, 2019 were confirmed on a motion moved by Mr. William Brown 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.

President's Report

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

Matters Arising from the President's Report

End of Labour Supply to KFTL

The Chairman highlighted that due to the effects of the pandemic, the Year 2020 would long be remembered for bringing significant challenges across the globe. He said that for the SAJ, it marked a significant turning point in the history of the Association in its relationship with the Port of Kingston.

During the year, the Association celebrated the end of four years of a painful and regrettable legal battle between the SAJ on the one hand and on the other, the shipping line, ZIM along with the Terminal operator Kingston Freeport Terminal Limited (KFTL).

The Chairman indicated that the resolution of the matter was achieved with compromises on all sides. He noted that among the downsides of the dispute that led to the court case was the termination of the SAJ's long-standing labour supply arrangement with the Kingston Container Terminal, which is operated by KFTL. He advised that on 30 April 2020, the SAJ deployed its final gang of workers to that Terminal to which the Association had been supplying stevedoring labour since its inception in 1972.

The Customs Act

The Chairman advised that in 2019, management reported that the SAJ had participated in discussions around the replacement of the Customs Act of 1941. He stated that the Agents Committee of the SAJ conducted a thorough examination of the new Bill which was tabled in Parliament in June 2019. Following the examination of the proposed Bill, the SAJ delivered to a Joint Select Committee of Parliament comments on areas of concern put forward by stakeholders. He noted that the SAJ remains committed to the collaboration process and would continue to play its part to ensure that the new Customs Act will serve as a catalyst for the expansion of shipping and logistics in Jamaica.

Improving Newport West

The CEO advised that the long-awaited left turn access to Ninth Avenue was now operational. He said that the Agency requested J\$4 million from the Association as a contribution toward the road works.

He expressed special thanks to SAJ members and also to the Port Authority of Jamaica which along with the SAJ contributed the funds. He noted that the Association had paid over the donations to the NWA following which the Agency secured the remaining costs from their budget.

The Chairman highlighted that in addition to the newly added access, Kingston Wharves Limited had spent considerable sums on constructing new drainage from the intersection of Third Street and Ninth Avenue, through its facility. He stated that the recent experience with flooding in Newport West would have been significantly worse if not for that initiative.

The CEO advised that management had recently met with the Minister of Local Government Honourable Desmond McKenzie who had given the SAJ an outline of his view of the way forward in terms of achieving industrial park status. He said that the SAJ had started the process of gathering information which will assist the Association in getting the approvals and very shortly would be getting in touch with the community for support.

Management reported that the longstanding issue of uncustomed, unlicensed and unregulated chassis in Newport West remained an action point for the Association. The CEO highlighted that the SAJ had been working with the Port Trailer Haulage Association (PTHA) and the Port Authority of Jamaica (PAJ) on the issue and are optimistic that a solution will be found. He indicated that the subject remains as much a concern for members as it is for the Association and stated that resolution of the issue will contribute significantly to resolving the other issues related to the improvement of Newport West.

The CEO stated that security in the shipping community remains a priority of the Association and highlighted that the SAJ continues to lobby on behalf of members for increased police presence in the area. He said that the SAJ has maintained an ongoing collaboration with the local police and have reached out to the High Command with a view to managing crime and traffic in the community. He noted however, that the greater solution to the issues will come when SAJ is able to implement its vision of an industrial park for Newport West, a matter that management was pursuing with vigour.

Crew Change Protocol

The Chairman reported that travel restrictions implemented globally, as well as by the Government of Jamaica (GOJ), at the start of the COVID-19 pandemic, had left many seafarers stranded on, and unable to join ships. He said that the management of the SAJ, on behalf of its members, made representation to the Government of Jamaica and the Maritime Authority of Jamaica to set out procedures to allow for crew changes and repatriation. He highlighted that a protocol was implemented by the Government, making Jamaica one of the few countries in the world that have taken the steps to solve the issue which will prove beneficial to the integrity of the supply chain.

Joint Labour Contract

The CEO advised that the Labour Contract with the Unions representing the workforce had expired at the end of October 2019, and the SAJ had been engaged in negotiations for a new contract. He noted that the negotiations were difficult and have achieved very little if any progress. He said that nonetheless, the SAJ was committed to seeking an outcome beneficial to the long-term sustainability of its workers and the Port.

Farewell Robert Kinlocke

A minute of silence was observed for the passing of Mr. Robert Kinlocke, a member of the Managing Committee of the SAJ and Chairman and CEO of Gateway Shipping Group. The Chairman advised that Mr. Kinlocke passed away on August 25 and he was a friend, colleague, and mentor to many over the years. Mr. Kinlocke's impact on the shipping industry over his 50-year career is undeniable. His commitment to the development of the shipping industry was evident in his service to several companies including GraceKennedy Limited, Security Administrators Limited, Harbour Cold Stores Limited, Kingston Terminal Operators Limited and CMA CGM (JA) Limited. The CEO stated that his wise counsel would be missed.

Caribbean Shipping Association (CSA)

The CEO advised that the CSA's Annual General Meeting was held virtually from November 16 to 19, 2020. He said that Juan Carlos Croston of Panama was re-elected as President of the Association while there

were some additions to the General Council, among them KWL's Mark Williams. Members joined the CEO in congratulating Mr. Williams on being elected to the CSA's General Council. He then highlighted that two Jamaicans, namely, William Brown and Mark Williams were now on the General Council.

Weekly Shipping Feature

The CEO reported that the weekly shipping feature, published in The Jamaica Gleaner, was ongoing since 1987. He reminded that the SAJ has an agreement with the Gleaner for 60% advertising to cover the cost of the editorial (40%). He added that the Gleaner has advised that the ratio has not been met in recent times and as such, a decision should be taken as to the continuation of the feature. The Chairman and CEO implored members to continue to place advertisements to allow for the continuation of the feature which serves to inform the wider community on the activities of the shipping industry.

Resolution

The CEO advised that for the resolutions to be passed, it required at least two thirds of the members present at the AGM of which 21 days' notice had been given, and he asserted that the required condition had been met.

RESOLUTION 1:

(Purpose of amendment: To reflect the intention that subsidiary companies that are to be approved as Ordinary members must be operating in the shipping, maritime or logistics industries:)

Be it resolved that Clause 1(a)(i)(E) of the Constitution of the Shipping Association of Jamaica be amended as follows:

1. Members of the Association shall be categorised as Ordinary Members and Associate Members.
 - (a) Ordinary Members shall be persons or shall be firms, companies, corporations, associations or other legal entities registered in Jamaica and ordinarily carrying on business in Jamaica and shall be:
 - (i) engaged in carrying on business as:-
 - A stevedoring contractor;
 - B shipowner or ship operator;

- C wharfinger, wharf or terminal owner or operator; or
 - D ship's agent.
 - E subsidiary company of any of the corporate legal entities listed at A, B, C and D in this clause, provided always that such subsidiary company substantially operates in the shipping, maritime or logistics industries.
- (ii) any representative association of persons or entities engaged directly in the shipping industry such as:
- A cargo hauliers;
 - B port equipment contractors;
 - C bonded warehouse operators;
 - D agents for NVOCC's; or
 - E any other organisation directly related to the shipping industry

and who pursuant to Clause 1.1 hereunder has applied for ordinary membership in the Association and has been named an Ordinary Member by the Managing Committee.

The resolution was proposed by Mr. William Brown, seconded by Mr. Charles Johnston and carried by the majority.

RESOLUTION 2:

(Purpose of resolution: To increase the number of Honorary Members of the Managing Committee)

Be it resolved that Clause 5(e) of the Constitution of the Shipping Association of Jamaica be amended as follows:

- 5(e) The Managing Committee shall by a three-fourths majority have the power to co-opt as ex-officio members of the Managing Committee five (5) Honorary Members, the General Manager and Trustees who shall have the powers of the members of the Managing Committee save and except the power to vote at any meetings of the Managing Committee.

The resolution was proposed by Mrs. Corah Ann Robertson-Sylvester, seconded by Mr. Leon Campbell and carried by the majority.

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, 2019

Ms. Fiona Hall, Operations Manager, Finance, gave a synopsis of some economic statistics from 2016 to October 2020. Some highlights were:

1. For the audited financial year ended December 31, 2019, the Shipping Association of Jamaica recorded loss of \$105M before taxes. This represents a decrease of \$52M over 2018.
2. Total operating revenue totaled \$684M. This was 7% (\$43M) more than the company recorded in 2018. Cess generated \$609M and Subscriptions \$3M.
3. Total operating expenses of \$825M fell by \$32M or 4% when compared to prior year.

The consolidated audited accounts for the SAJ Group for the period ended December 2019 were presented. The presentation included data on key economic indicators for the years 2018, 2019 and year-to-date 2020. Ms. Hall 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, 2019 were adopted on a motion moved by Mr. William Brown and seconded by Mr. Kim Clarke.

Unaudited financial statements for the period January – October 2019

Ms. Hall also guided members through the unaudited financial statements up to the end of the third quarter of 2020.

Election of Officers

The Chairman expressed special thanks to the Members, the Managing Committee, the CEO and his team for their unwavering support in 2020. President Charles Johnston and Vice President Grantley Stephenson advised that they would not be seeking re-election. Mr. Stephenson thanked members for the cooperation over the years especially when he served

as President for a period of five years, which was a very interesting time for the Association.

The CEO thanked the outgoing 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 Immediate 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 CEO Mr. Trevor Riley did the roll call after which Mr. Charles Johnston nominated Mr. William Brown for the position of President. This was seconded by Mr. Kim Clarke. There were no other nominations, and Mr. Brown was declared President. Mr. Brown thanked everyone for the vote of confidence and stated his willingness to serve the Association. President-Elect Mr. William Brown nominated Mrs. Corah Ann Robertson-Sylvester for the position of Vice President. This was seconded by Mr. Kim Clarke and carried. As there were no other nominations, she was declared Vice President. Mrs. Robertson-Sylvester thanked members for their support and pledged her commitment to serve alongside the President. Mr. Charles Johnston became the Immediate Past President.

Nominations of the other seven members of the Managing Committee were as follows:

- Mrs. Denise Lyn Fatt – *nominated by Mrs. Corah Ann Robertson-Sylvester and seconded by Mr. Kim Clarke*
- Mr. Kim Clarke – *nominated by Mr. Andre Rochester and seconded by Mr. William Brown*

- Mrs. Anna Hamilton – *nominated by Mr. William Brown and seconded by Mrs. Denise Lyn Fatt*
- Mr. Mark Williams – *nominated by Mrs. Corah Ann Robertson-Sylvester and seconded by Mr. Kim Clarke*
- Mr. Roger Hinds – *nominated by Mr. Kim Clarke and seconded by Mr. Andre Rochester*
- Mr. Condell Stephenson – *nominated by Mr. Kim Clarke and seconded by Mr. Roger Hinds*
- Mr. Andre Rochester – *nominated by Mr. Neville Lyn Fatt and seconded by Mr. William Brown*

As there were no other nominations, the CEO declared the nominated persons as being elected to serve on the Managing Committee. Members joined him in congratulating them. He stated that the Positions of Honorary Members would be filled by the Managing Committee in accordance with the Constitution.

Appointment of Auditors

Mrs. Corah Ann Robertson-Sylvester moved for the firm Mair Russel Grant Thornton to be appointed auditors for the Association for 2021. This was seconded by Mr. Roger Hinds 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 11:00 a.m. on a motion moved by Mr. Roger Hinds and seconded by Mr. Michael Bernard. ■

Our 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).

Currently the Group Managing Director of Lannaman & Morris (Shipping) Group of Companies, he is a member of the Managing Committee of the Shipping Association of Jamaica, Jamaica's representative on the General Council of the Caribbean Shipping Association, a member of the Board of Directors of the Maritime Authority of Jamaica and Chairs the Government's Enterprise Committee for the Privatisation of Jamaica's Ship Registry.

He serves on numerous Corporate Boards of Directors including, Lannaman & Morris (Shipping) Limited, SAJE Logistics Infrastructure Limited, Assessment Recoveries Limited, Port Computer Services Limited (ADVANTUM), SAJE Properties Limited, CFL Shipping Agency Limited, PAS Cargo Jamaica Limited, Cian Developments Limited and Cascades Ventures & Equities Limited. Additionally, he Chairs the Board of Trustees of the Metro Investments Pension Fund.

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, Canada's Forum for International Trade Training and a past student of Rusea's High School.



Corah Ann Robertson Sylvester Vice President

She 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 of 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.



Charles Johnston, C.D., 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., 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.

Our Managing Committee (continued)



Roger Hinds
Past President

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.



Anna Hamilton
Member

Anna Hamilton is the chief executive officer of the Jamaica Freight and Shipping Company.

Prior to her current role, Ms Hamilton was the sales and marketing manager at Jamaica Freight and Shipping Company for six years before being appointed CEO in 2020.

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.



Andre A. Rochester
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.



Mark F Williams
Member

Mark Williams was appointed Chief Executive Officer of Kingston Wharves (KWL) Group in January, taking up the mantle to steer KWL into its next phase of growth and development through continuous innovation, strategic investments and boundaryless thinking.

Mark Williams joined Kingston Wharves Limited in October 2011 as the Chief Marketing and Planning Officer and later appointed Chief Operating Officer with responsibility for the development and execution of corporate strategy for the KWL Group.

In addition to managing the KWL Group's strategic planning process, he also had responsibility for domestic and international business development, marketing, customer service, terminal operations, safety and security as well as human resources. With the development of a robust strategic plan, Mr Williams, a certified Port Executive, has implemented a series of transformative structural adjustments in Kingston Wharves and headed commercial negotiations for the company's fast-growing logistics division.

These have resulted in significant cost containment while improving revenues. Mark has 20 years' experience in commercial and strategic planning. Prior to joining Kingston Wharves, he was Vice President – commercial developments, marketing and planning at The Airports Authority of Jamaica.

He held Senior Executive positions at The Shell Company (W.I.) Limited and Shell Antilles & Guianas Limited with responsibility for 10 countries throughout the Caribbean.

Mr Williams holds a Master of Business Administration (MBA) degree from the University of Surrey, United Kingdom, a Master of Philosophy (MPhil) and a Bachelor of Science (BSc) degree from the University of the West Indies and Bachelor of Laws degree (LL.B) from the University of London.

Our Managing Committee (continued)



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.



Michael George Bernard Past President, Honourary Member

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 started as a Clerk & Accounting Supervisor at Sprostons Shipping Limited from 1968 to 1970, then promoted to Stevedore Supervisor, then Operations Manager, operating on Western Terminals & Kingston Wharves Limited for Sprostons Shipping until it was sold to Jamaica Fruit & Shipping in 1975, and he was employed by Jamaica Freight & Shipping Co., Limited, its subsidiary. He was then seconded to Shipping Services Stevedoring Ltd when it was formed in 1993 where he served as Managing Director until 2013 before he returned to Jamaica Freight & Shipping Co. as Director.

He serves on several boards within the shipping industry including, Coastal Towage Limited, Coastal Shipping Limited, Interseas Limited, National Quarantine Commission (Deputy Chairman 2013), the Caribbean Maritime University and the PSOJ -Special Committee on National Security & Justice (SCNS & J). He is a member of the Port Awards Committee of the Caribbean Shipping Association. Mr Bernard also serves as a Director of Assessment Recoveries Limited, Advantum, Kingston Port Workers Pension Trustee, Jamaica Productivity Centre, 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 was President of the Marine & Allied Coop Credit Union 2006-2008, & the Rotary Club of Liguanea Plains in July 2008-2009.

Motto: "I can do all things through Christ that Strengthens me" Philippians 4:13



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 has served as Honorary Consul General to the Kingdom of Norway since 1998 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 role of 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.

President's Report



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

Dear Colleagues,

The past year has been the true honour of my professional career, serving as President of the Shipping Association of Jamaica (SAJ). It has also been one of the most difficult as the world's maritime interests try to manage the effects of the pandemic which are unfolding. The tremendous efforts of local shipping community are testament to their grit under pressure. I am forever grateful to have been entrusted with the responsibility to be one of the industry's stewards in this challenging time.

For over eight decades, the SAJ has set itself the task to improve Jamaica's shipping landscape through the development of its human capital by means of training and fostering industrial relations that demonstrate our role as an organisation where all views may truly contend.

Having attained that enviable legacy, the Association's charge now falls largely to safeguarding the gains made as the pandemic and a dynamically changing global shipping landscape threaten to unravel many of the achievements made for our stakeholders and the workforce.

Over the past year, the SAJ has taken several steps to bolster the industry's resilience against the pandemic impact, including the education of our members on the nature of the virus and its growing impact on shipping; the advocacy of our personnel as frontline workers requiring early consideration for vaccines; and the promotion of vaccination among our members and employees as a matter of urgency.

The crew change crisis, which saw tens of thousands of seafarers being stranded aboard ships and unable to return home or disembark at ports, serves as a stark reminder that positive changes require cooperation among diverse international partners and a streamlined approach to guarantee the global and local industry's security.

At home, the industry continues to anticipate and respond to the challenges associated with the pandemic, as we move to equip our workforce to operate within what is now considered 'normal'. Jamaica's thrust towards greater computerisation and the simplification of port processes, including the introduction of the Port Community System and





The Carnival Sunrise's return on August 16 marked the end of a 16-month absence of cruise ships' arrival to Jamaica.

Customs' implementation of ASYCUDA, have been integral in minimising risk from needless interactions while improving productivity through automation. SAJ took the leadership to invest in the research of many of these systems and to persuade the local community of the benefit of integrating these systems into our processes. As a result, SAJ pioneered the adoption of Jamaica first Terminal Operating System, through the formation of Port Computer Services Limited, which now trades independently under the name Advantum. The Port Community System has been introduced in Jamaica as a result of our early investment in research, our investment in its project management and our advocacy for its implementation.

This moment in time is crucial for shipping and our response now will inform decisions and outcomes for years to come. SAJ commits to continue its leadership in the industry's effort to confront the barriers we face. We continue to insist that solidarity is the only basis on which the industry can progressively transform.

Labour Contract

It is well known among our membership that the Year 2020 heralded the end of our labour supply arrangement with the Kingston Container Terminal, operated by to Kingston Freeport Terminal Limited. The SAJ continues to supply labour to Kingston

Wharves Limited (KWL) and has reached an agreement in principle to continue this collaboration into the foreseeable future.

The reduction in our services translated into a reduction in our income, which requires significant restructuring, which actually began over three years ago. The most critical decision taken in the restructuring exercise, was changing the terms of the employment of port workers. This restructuring exercise, with the support of the workers and their unions, resulted in redundancies in August 2021 of our permanent workforce, and our engagement with KWL as a supplementary supplier of labour.

Windup of Kingston Port Workers Superannuation Fund

Concomitant with the restructuring, was the decision taken by the Trustees of the Kingston Portworkers Superannuation Fund to recommend the windup of the pension fund, which was approved by the Minister of Labour and Social Security in June, 2021. The windup process began on 10 July and is ongoing. Significantly, pensions have been secured for the 115 affected workers and for the over 400 pensioners and widows who are members of the scheme. In addition, all members of the Fund will benefit from cash payouts from the surplus in the Fund.

Customs Act 2020 Review

Deliberations began at the Joint Select Committee of Parliament in April 2021 to consider the draft of the new Customs Act, which is intended to repeal and replace the Act of 1941. The SAJ, led by Agent's Committee Chairman, Anna Hamilton, performed a comprehensive review of the Act and made submissions to Parliament on April 8. The Joint Select Committee met to review the provisions on several occasions up to July before Parliament's summer break. Review of the Act resumed in September. The SAJ is committed to ensuring as far as possible that the interests of the sector are clearly promoted and represented in this process.

Newport West Improvement

Members of the SAJ's Managing Committee met with Minister of Local Government and Rural Development, the Hon. Desmond McKenzie, to discuss the Association's continued efforts to improve the

Newport West community. Additionally, the Minister agreed that his Ministry and Agencies would name representatives to the team established to examine matters related to the designation of Newport West as an Industrial Park. The Committee, which includes representatives from the Kingston and St Andrew Metropolitan Corporation (KSAMC), National Works Agency, JCF and landowners, met on several occasions to discuss the challenges faced in Newport West. The KSAMC agreed to design illustrations, based on the Committee's suggestions, which will update and improve the area's traffic management system.

President William Brown and Vice-President Corah Ann Robertson Sylvester also met with Minister of Transport and Mining, Robert Montague, to explore, among other things, plans to fast track Newport West's designation as an Industrial Park. The Minister requested that his team arrange a tour of the area which was subsequently postponed due to an increase in coronavirus cases during the proposed period in April.





Newport West stakeholders on a tour of the shipping community with municipal representatives

Second Street Paving

The Association, in collaboration with T Geddes Grant, coordinated road repairs to Second Street in March. The project was supported by affected lot owners, including Industrial Chemicals Limited. We commend all entities involved for their initiative and commitment to the improvement of our community.

Chassis Issue in Newport West

The Association continues to pursue solutions to the matter of unregulated chassis in Newport West and remains in active dialogue with the Jamaica Constabulary Force, 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 illegal and unsafe parking, particularly of containers and chassis, in the community. Priority is being given to identifying a space to accommodate the impounding facility as its resolution will contribute significantly to solving other issues related to the improvement of Newport West.

Newport West Industrial Park

On the same matter, Commissioner of Police Major General Antony Anderson and his team were invited to Newport West for a tour of the community to examine the security issues being faced by its occupants.

The Commissioner was able to view the improper parking of chassis, containers and hire vehicles on the roadways and sidewalks; unlawfully operating cookshops, bars and service shops; and the disregard for defined one-way systems and parking signs.

The Commissioner assured the Association that his team will work with stakeholders to find mutually acceptable solutions to improve the area's traffic and security management.

Farewell to Harriat 'Harry' Maragh and Joseph Lowe

The Association was distraught at the passing of two industry stalwarts; Past President Harriat Maragh and former member of the Managing Committee, Joseph Lowe.

Harry and Joe were vital cogs to the local and regional shipping operations, and their respective contributions will be heralded for years to come. More importantly, we commemorate them for their impact as men of integrity and advisors to present and the next generation of leaders of the industry.

We extend our sincere condolences to their families as we celebrate the lives and legacies of these two outstanding men.

COVID-19

The coronavirus pandemic continues to be the defining feature of local industry and global shipping and logistics, affecting all components from rates to delivery times. Jamaica has experienced three waves of COVID-19, with each successive surge more devastating than the prior. The SAJ remains committed to supporting the Government's ongoing vaccination drive while promoting education on the health crisis. The Association has facilitated webinars to inform its staff and members of the ever-developing threat posed by the virus and implemented thorough anti-COVID-19 protocols throughout our facilities.

In the initial phase of vaccine availability, the SAJ spearheaded discussions with the Port Authority of Jamaica and the Maritime Authority of Jamaica to work towards having specific categories of shipping workers recognised as non-healthcare frontline workers.

The SAJ also conducted two audits of its membership to determine risk associated with the virus and to make recommendations on how protocols may be improved. This has proven to be very successful as the number of cases among our membership has remained comparatively low.

The Association hosted a webinar, led by Dr Ramon Arscott, on the development, approval and safety of vaccines to provide useful information which members used to make educated decisions about vaccination.

Caribbean Shipping Association

The Caribbean Shipping Association (CSA) held its annual Caribbean Shipping Executives' Conference virtually on May 25 to 25, 2021 due to the pandemic. The CSA has petitioned the Supreme Court of Jamaica to hold its upcoming annual general meeting virtually for the second consecutive year due to the ongoing coronavirus crisis.

Caribbean Maritime University (CMU)

The SAJ continues to provide support Caribbean Maritime University's reorganisation and growth with the appointment of Vice-President Corah-Ann Robertson-Sylvester and CEO Trevor Riley to the CMU Council. The pair will serve a three-year period effective November 30, 2020, to November 29, 2023.

As we conclude another year, storied by numerous highs and lows, the SAJ reaffirms its mission to promote and support the development of the industry. While the demands on our industry grow, our members unerringly display professionalism and tenacity, which have proven through time immemorial to be the foundation of the industry's successes.

I implore everyone to remain resolute in the face of present and coming challenges and to move forward, confident in our decades of experience, innovation and excellence.

To the Managing Committee, none of what has been achieved would have been possible without your generous contributions. I would like to extend my sincere gratitude to you, the CEO and his devoted team who continue to exceed my expectations.

To our members and your families, Happy Holidays!

WILLIAM BROWN

PRESIDENT, SAJ ■

This man receives his shot of the COVID-19 vaccine from a healthcare professional during the Newport West vaccine blitz.



Almost 600 people were vaccinated against the coronavirus during a blitz held over two days in Newport West in September and early October.

Our Leadership Team



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 Bailey
Deputy Operations Manager,
HR and Training

Debbie Ann Dobson Bailey 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 Bailey 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

COVID 19 PANDEMIC

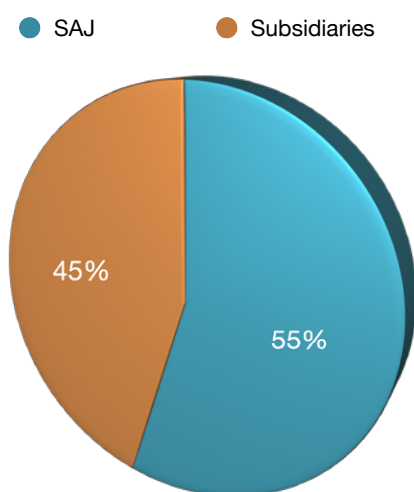
The COVID-19 pandemic has had a deleterious effect on the global business environment and the Association has not been spared. At the start of the pandemic, we were focused and committed to playing our role as one of the leaders in the shipping industry by creating protocols that were in line with Government guidelines and initiatives and engaging with our members to promote compliance. Included in our arsenal was a work from home mandate for staff; introduction of an enhanced cleaning regime of our offices; and protocols that governed response of staff with suspected illness, possible exposure to infected persons and those travelling to Jamaica. The Association conducted two audits, through by our occupational health nurse, that focused on measuring how membership coped with the adherence to

protocols. We also arranged a series of webinars, initially with a medical doctor from the Newport Medical Group, that examined the effects of the disease as well as recommendations for mitigating its effects. Later, as vaccines were developed, we arranged other webinars which featured a doctor who is eminently qualified to discuss vaccines given his study of and work with infectious diseases.

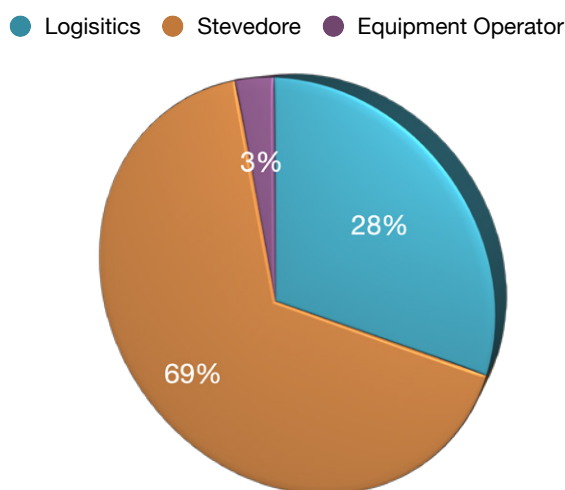
Since the the pandemic, we have registered fourteen (14) known positive cases, with a similar number of reported cases of close contacts of employees infected. Fortunately, there have only been two hospitalisations, and no SAJ team member has died. To date, approximately 90% of the Association's administrative staff and support personnel have been vaccinated and we continue to work on increasing vaccination levels among the stevedore group, which has proven more challenging.

RECRUITMENT AND SELECTION

The Human Resource Department recruited eleven (11) persons during the review period for administrative roles at the SAJ and its affiliated companies. Seventy-two (72) persons were engaged for port work; namely logistics clerks, stevedores, and equipment operators.



ADMINISTRATIVE STAFF



No. of Portworkers Recruited

In 2017 while faced with a reduction in CESS income the Shipping Association embarked on a cost-cutting exercise primarily focused on realigning its operating costs with current income level. The intention was to preserve as many jobs as possible while identifying additional sources of income for the Association. As a result, the security and janitorial contracts with external entities were terminated and the SAJ facilities unit was created. The security operation and all security guards are trained and certified in keeping with requirements by the Private Security Regulation Authority (PSRA). The Association provides armed and unarmed security for its Fourth Avenue premises as well as several external customers. We also provide janitorial, groundsman and office attendant services to members of the SAJ and entities across the Corporate Area. The unit also operates a canteen that provides meal options to SAJ staff, members, tenants, and neighbouring businesses in Newport West. The Facilities Unit is currently staffed by thirty-five (35) persons.

TRAINING

The SAJ aims to develop and nurture talent by preparing employees for growth while supporting our strategic objectives. Over the years, the Association has committed to the development of its employees and, as result, several administrative employees participated in professional development training programmes during the period under review, despite the challenging financial realities.

EDUCATION ASSISTANCE FOR EMPLOYEES

The SAJ continued to support educational initiatives for our employees and their children under our education assistance policy. Currently two (2) employees are being supported while they pursue bachelor's degrees.

EDUCATION ASSISTANCE FOR CHILDREN OF EMPLOYEES

For the 2021/2022 academic year fifty-nine (59) employees (Admin. and Portworkers) benefitted from the education assistance programme to assist with back-to-school expenses. The breakdown is as follows:

Category of Staff	Education Assistance
Stevedore	34
Administrative Staff	25

TRAINING SEMINARS ATTENDED BY ADMINISTRATIVE STAFF

- Minutes and Note Taking Techniques
- Supervisory Management Workshop
- Transformation for Team Leader/Supervisor to Manager
- Project Management

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. The programme was suspended during the period as the strategic objective for 2021 was shifted to increasing the size of the workforce by adding new employees.

HEART TRUST/NTA TRAINING AND CERTIFICATION SUPPORT

The Association has requested an extension for its accreditation status with The National Council of Technical and Vocational Education and Training (NCTVET). 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
- Stevedoring Operations (Assessment Only) - NVQ-J Level 2
- Warehousing Operations (Assessment Only) - NVQ-J Level 2
- Stevedoring Operations (Assessment Only) - NVQ-J Level 3
- Warehousing Operations (Assessment Only) - NVQ-J Level 3

STEVEDORE TRAINING

Twenty (20) Stevedores were trained during the period under review. A batch of thirty- one (31) trainees will commence training on October 04, 2021.

CAR DRIVER TRAINING

Twenty (20) Stevedores underwent training to operate vehicles in an industrial environment during the period. This is in keeping with fulfilling the demand for drivers specifically on car vessel operations at Kingston Wharves.

PAID TRAINING INITIATIVES

Training Courses have been designed and packaged for sale.



Following several failed attempts to negotiate a new wage and benefits package with the Joint Unions representing SAJ stevedores, the decision was taken to terminate the joint labour agreement as at August 31, 2021. All stevedore positions were made redundant and fixed-term contracts offered to the workers that were interested in remaining in the Association's employ, effective September 1, 2021.

A Heads of Agreement between the Shipping Association of Jamaica and The Bustamante Industrial Trade Union and The United Portworkers and Seamen Union/National Workers Union was signed on August 11, 2021, essentially serving to nullify all previously agreed terms and conditions of employment.

Recruiting Centre - Labour Supplied

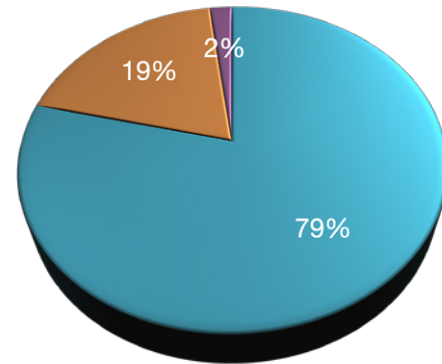
ATTRITION

Between September 2020 and August 2021, forty-three (43) workers separated from the Association. Of this total, eight (8) workers resigned to take up employment at Kingston Freeport Terminal (KFTL) and Five (5) Equipment Operators resigned and accepted contracts at Kingston Wharves Limited (KWL).

LABOUR STRENGTH (LASHING POOL)

Labour Strength - September 2021	
Category	TOTAL
Stevedores	171
Equipment Operators	4
Logistics Clerks	42
GRAND TOTAL	217

● Stevedore ● Logistics Clerks ● Equipment Operators



Labour Strength Sept 2021

LABOUR STRENGTH (SPECIALIZED LABOUR POOL)

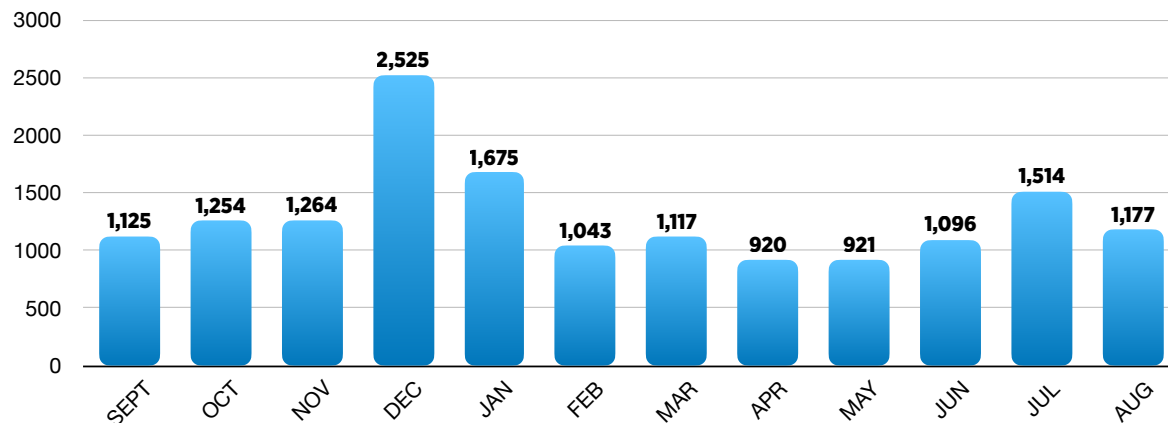
For the period September 2020- August 2021 2 the specialised pool had a total of seven (7).

LOGISTICS CLERKS

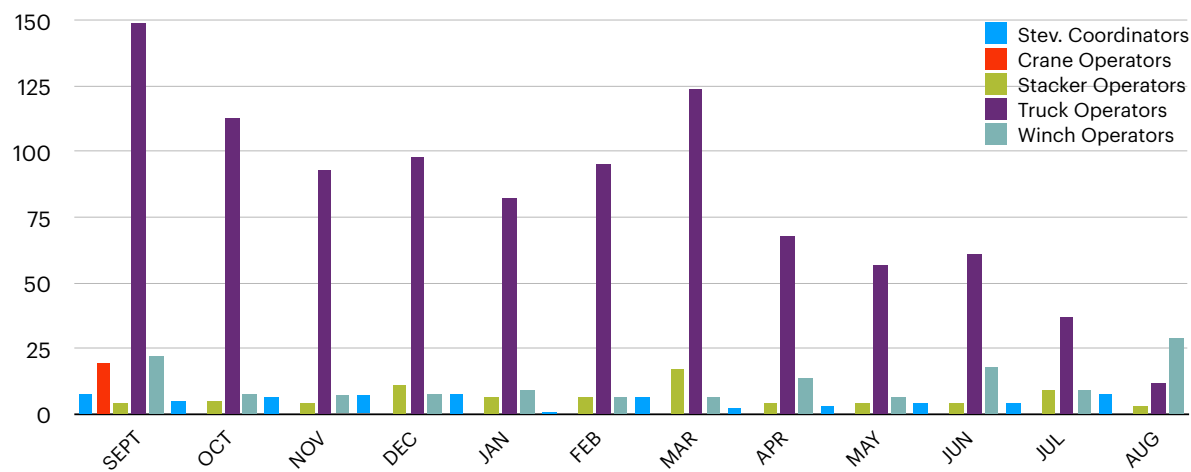
As at August 2021, the SAJ engaged forty-two (42) Logistics Clerks who are assigned to Kingston Wharves Warehouse Total Logistics Facility (TLF) and Kingston Warehouse Complex (KWC).

Logistics Clerks Strength as at August 2021	
Category	TOTAL
Logistics Clerks	42

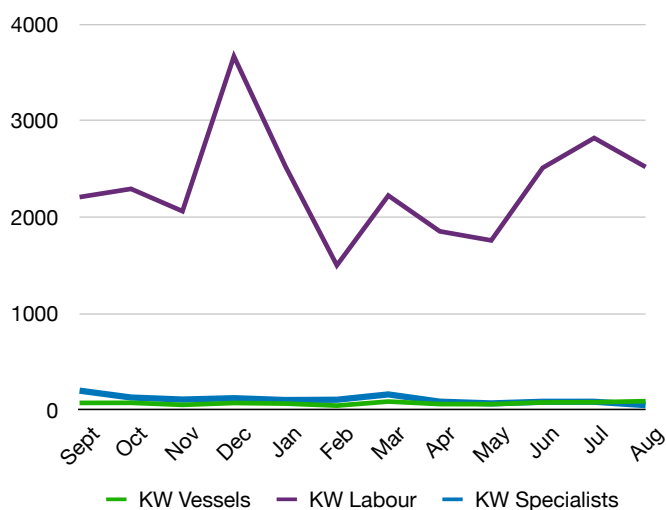
KWL Logistics Clerks Shifts (Sept 2020 - Aug 2021)



MONTHLY SPECIALIZED USAGE- SEPT 2020- AUG 2021



MANNING LEVEL STATISTICS

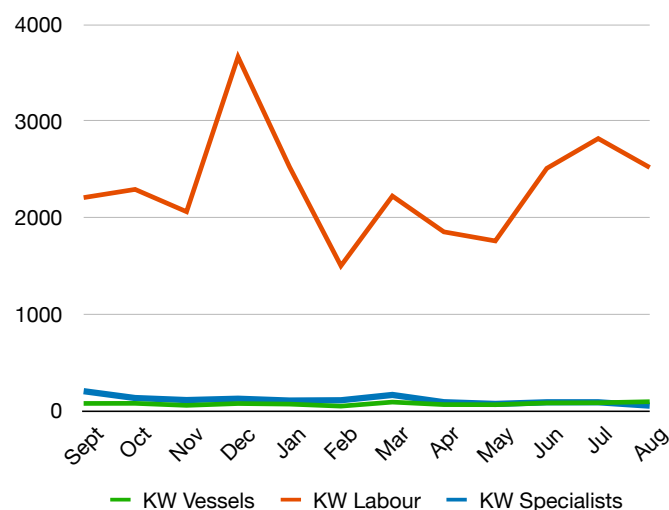


MANNING LEVEL - SEPT 2020- AUG 2021

Manning Levels - September 2020 - August 2021			
	KW Vessels	KW Labour	KW Specialist
September	75	2213	202
October	76	2294	131
November	55	2062	110
December	74	3666	124
January	68	2527	105
February	47	1501	108
March	89	2224	163
April	63	1853	88
May	62	1759	70
June	80	2511	87
July	82	2796	59
August	93	2520	52
Total	864	27,926	1299



STATISTICS -SHIFTS SUPPLIED SEPTEMBER 2020 - AUGUST 2021



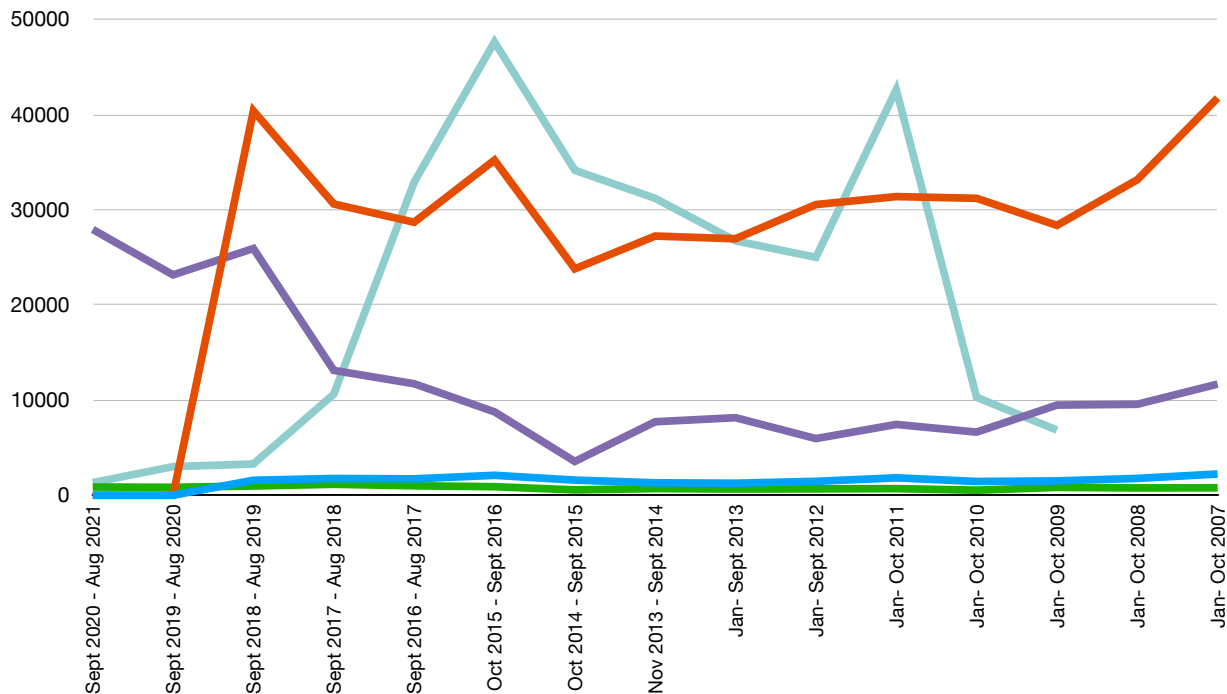
SHIFTS SUPPLIED SEPTEMBER 2020 - AUGUST 2021

KWL September 2020 - August 2021			
	Vessels	Labour	Specialist
September	75	2208	202
October	76	2293	131
November	55	2062	110
December	74	3666	124
January	68	2527	105
February	47	1501	108
March	89	2224	163
April	63	1853	88
May	62	1759	70
June	80	2511	87
July	82	2820	87
August	93	2520	52
GRAND TOTAL	864	27,944	1327

SHIFTS SUPPLIED 2014 - 2021

Shifts Supplied 2014-2021					
Year To Date	KFTL Vessels	KFTL Labour Utilisation	KW Vessels	KW Labour Utilisation	Specialised Labour Utilisation
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

STATISTICS- SHIFTS SUPPLIED 2007 - 2021



Occupational Health

COVID 19 AND THE SAJ RESPONSE

On March 2020, Jamaica confirmed its first case of the novel coronavirus. On Wednesday, March 11, 2020, the WHO declared the rapidly spreading virus a pandemic.

As at August 31, 2021, Jamaica recorded 68,482 confirmed cases of COVID-19 and 1,549 related deaths.

In 2020, the Shipping Association of Jamaica made the decision to assist its member companies with evaluating their readiness and preparation of the work environment, to prevent the spread of the coronavirus within the vital Shipping and Logistics Industry. An Inspection Regime was instituted to audit each member company in maintaining compliance with Government guidelines.

The COVID-19 Compliance Audit consisted of two main areas:

1. A questionnaire
2. A site visit and inspection

The Questionnaire covered nine (9) specific areas:

1. Management Plans to Control Risks and Support the Workplace
2. Emergency Response Plan
3. Provision of Cleaning Supplies
4. General Hygiene
5. Communication
6. Social Distancing
7. Personal Protective Equipment (PPE)
8. Travel
9. Emotional & Mental Support

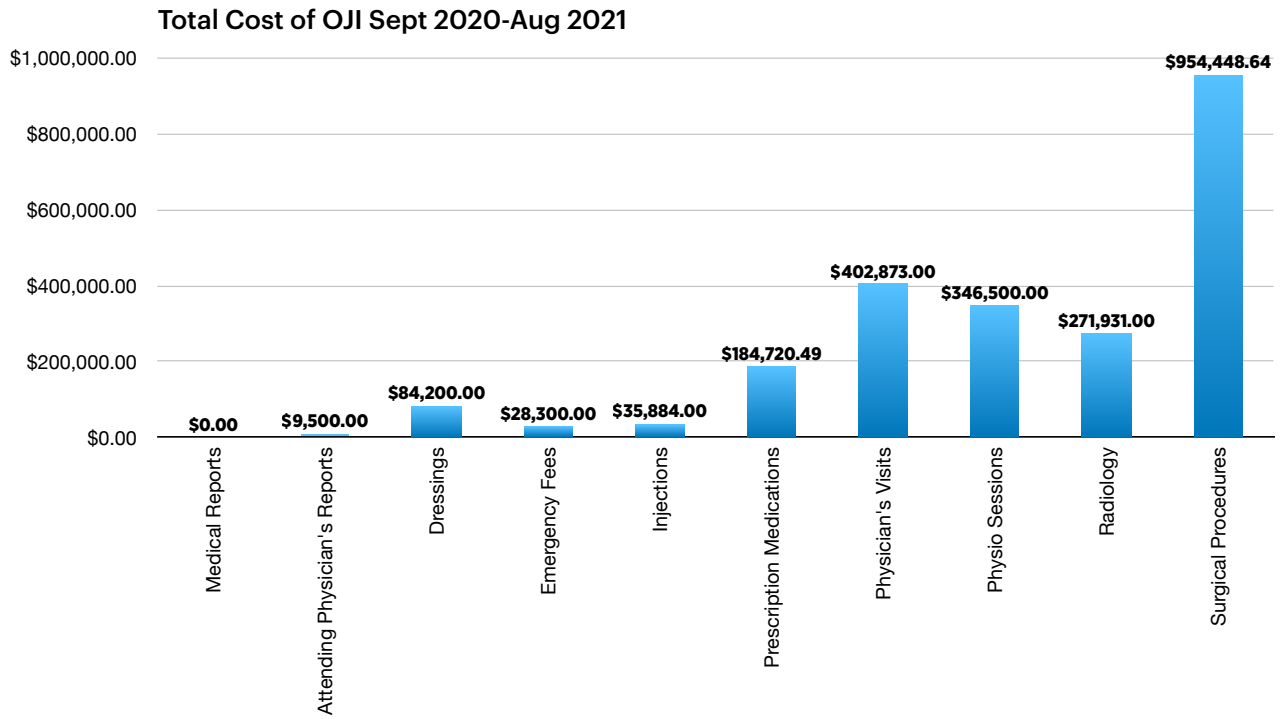
Allowance was made to have members ask questions and/or make suggestions. General observations and notations were also made by the Auditor.

NO. OF PERSONS SEEN AT COMMUNITY CLINIC

For the period September 2020 to August 2020 a total of two hundred and forty-three patients were seen at the community clinic.

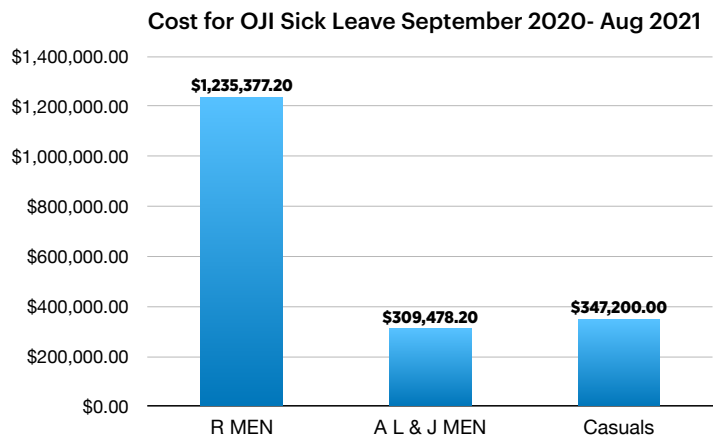
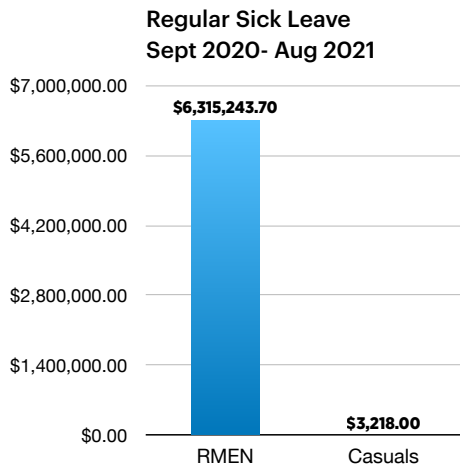
COST FOR ON-THE-JOB-INJURY

For the period September 2020 to August 2021, the total expenditure for treatment of on-the-job injuries was two million, three hundred eighteen thousand three hundred and fifty-seven dollars and thirteen cents (\$2,318,357.13).



COST OF REGULAR SICK LEAVE FOR SEPT 2020 TO AUG 2021

For the period of September 2020 to August 2021, the total expenditure for persons on Regular Sick Leave was six million three hundred eighteen thousand four hundred and sixty-one dollars and seventy cents (\$6,318,461.70).

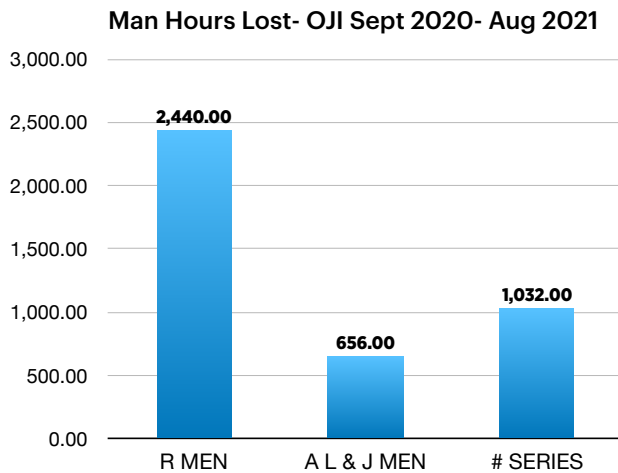


COST OF OJI SICK LEAVE FOR SEPT 2020 TO AUG 2021

For the period of September 2020 to August 2021, the total expenditure for persons on OJI sick leave was one million eight hundred ninety-two thousand fifty-five dollars and twenty cents (\$1,892,055.20).

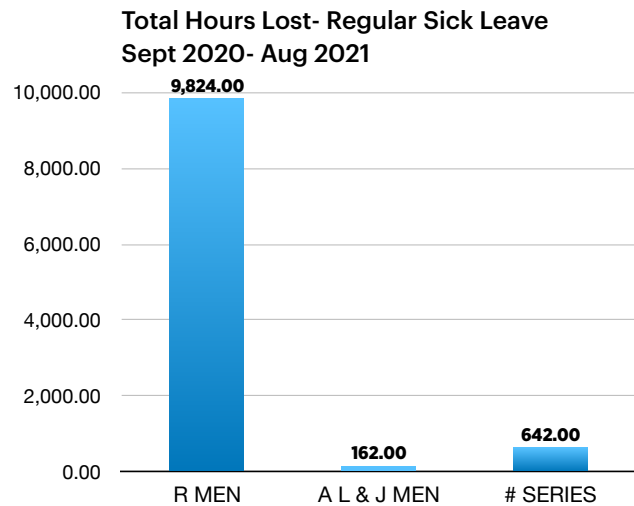
TOTAL NO. OF MAN HOURS LOST FOR OJI SICK LEAVE

The total man hours lost due to On-the-Job Injuries was four thousand one hundred and twenty-eight (4,128).



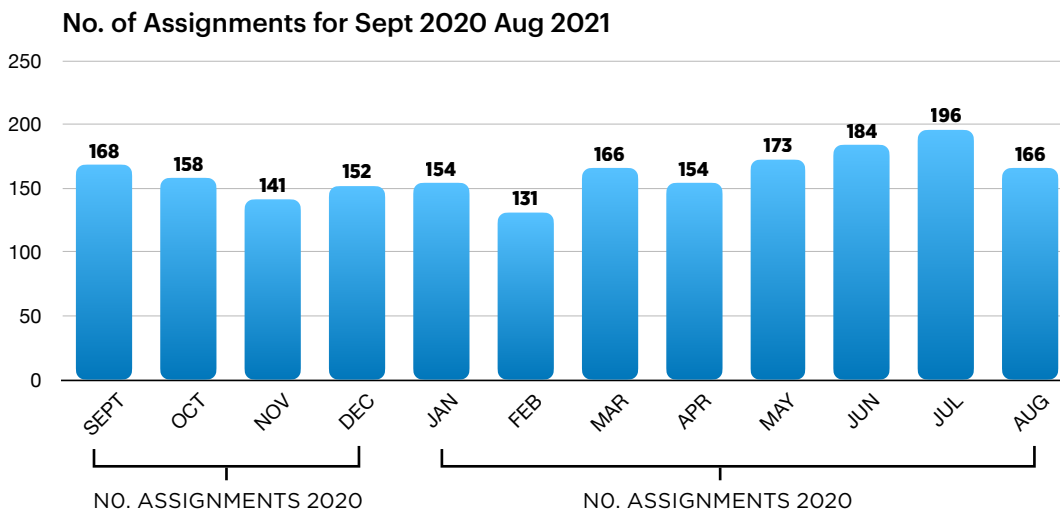
TOTAL NO. OF MAN HOURS LOST FOR REGULAR SICK LEAVE

The total man hours lost because of Regular Sick Leave taken was ten thousand six hundred and twenty-eight (10,628).



SAJ Canine Unit

The below shows the number of assignments carried out by the Canine team for the period September 2020- August 2019.



CONTRABAND DETECTION

The Unit was responsible for three detections during the period under review.

NEW BUSINESS

SEARCH AND DETECTION

In July 2021 Kingston Wharves Limited introduced security protocols to bolster its anti-smuggling and anti-narcotic activities. SAJ Canine has been engaged to provide an additional level of screening at entrance/exit gates in addition to improved searching of vehicles and other cargo.

CANINE SALES

In June 2019 the Unit incorporated the Belgian Malinois breed with the purchase of two dogs. Those assets have not only featured in drug detections, but we were also successful in breeding and subsequently selling puppies that were deemed surplus to the needs of the Unit. ■



Communications and Member Services

COMMUNICATIONS AND MEMBER SERVICES

The Communications and Member Services Department remains integral in the Association's advocacy of members' interests, dissemination of relevant stakeholder information and delivery of training to support industry needs.

AGENTS' COMMITTEE

The Department serves as the secretariat for the Agents' Committee, led by Anna Hamilton, which oversees and responds to developments within the industry. Proposed legislative changes to the Customs Bill 2020 and the impact of the ongoing coronavirus pandemic influenced much of the body's activities, which are explored below, over the past year.

CUSTOMS ACT 2020 REVIEW

The review of the Customs Act, 2020, which is intended to repeal and replace the Act of 1941, remained a focal point for the Agents' Committee. Ongoing dialogue between the Committee and members led to the compilation of feedback which was submitted to the Joint Select Committee of Parliament. The SAJ also appeared before the Joint Select Committee to present its submission.

PORT COMMUNITY SYSTEM (PCS)

Feedback on the PCS is largely positive as agents indicated the new system allows for more customers to get same-day appointments. A meeting was held with the PCS team to explore it providing statistics gleaned from the system.

BILL OF LADING

The Agents' Committee actively pursued the acceptance of the electronic validated bill of lading, via the PCS, which would reduce in-office traffic and paperwork. However, a process to establish documentary proof of the validation of bills, as required by the Jamaica Customs Agency, is to be determined. The SAJ initiated dialogue with the Port Authority of Jamaica to establish a solution.

ASYCUDA

The deadline for re-registration of ASYCUDA WORLD users was April 1, 2021. Generally, members' staff who use the system made the cut-off date for the process which included the submission of a police record and two references per user. However, some members voiced concerns regarding the declaration requirements and the security of data captured by Customs to be recertified.

PUBLICITY AND PROMOTIONS

SHIPPING FEATURE

The Shipping Industry feature remains a rich source of information and communication for local maritime interests, and the wider public. Over the past year, it has underscored the impact of the pandemic across the

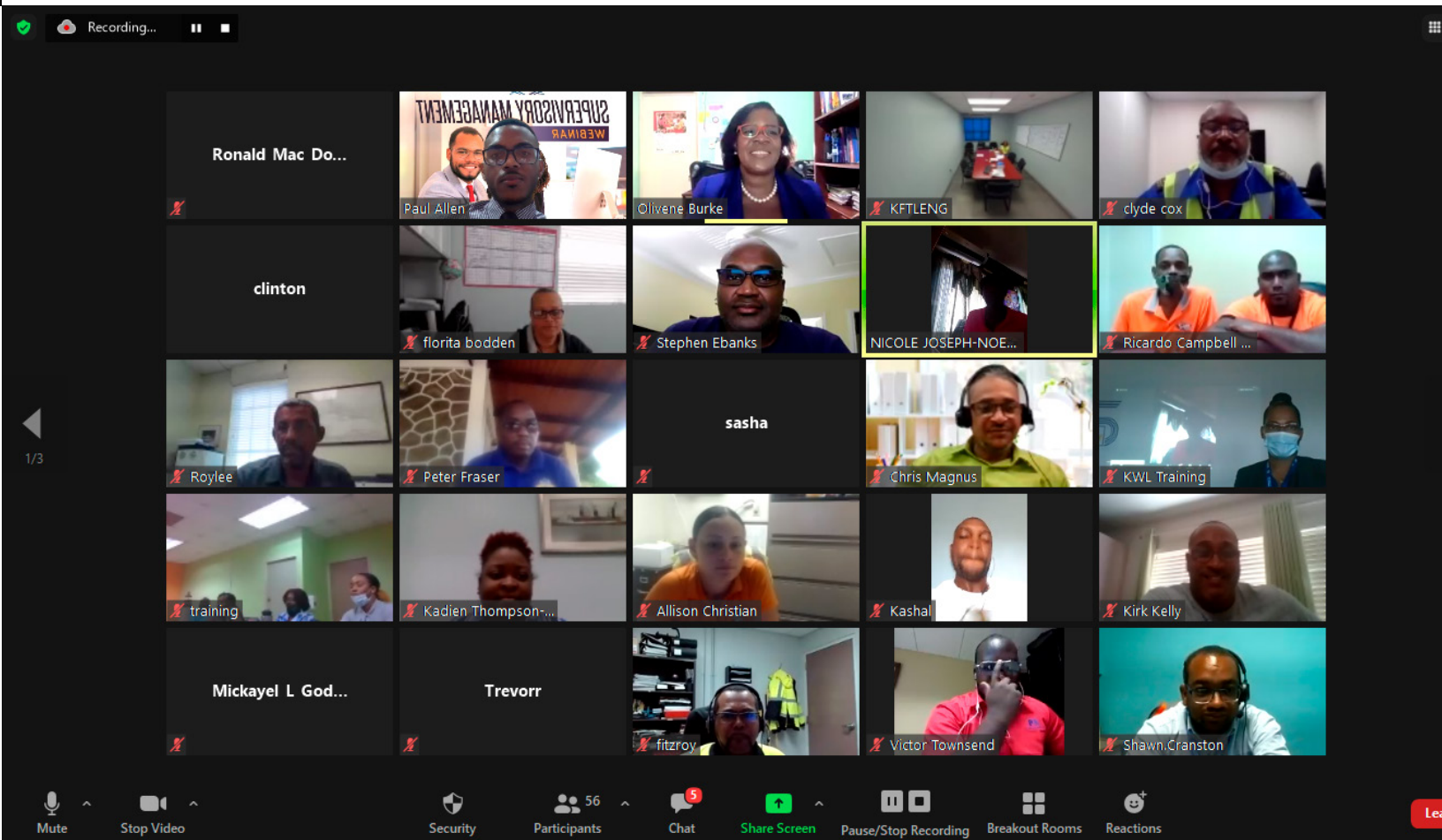
industry and highlighted members' developments amid ever-changing circumstances.

DAY OF THE SEAFARER

The SAJ partnered with the Maritime Authority of Jamaica and the Caribbean Maritime University to co-ordinate the industry's activities for Day of the Seafarer, which included lead-up articles in the Shipping Industry feature in support of the global theme #FairFuture4Seafarers.

TRAINING

The Department resumed its training and development sessions for members in an online format, hosting two successful webinars - Supervisory Management in June and Customer Service and Customer Experience in July - which were collectively attended by over 100 people representing two dozen companies regionally.



Over 70 people from Jamaica and across the region registered for the SAJ's Supervisory Management webinar in June.

MARCUS GARVEY SCHOOL

The SAJ maintains its involvement with the Marcus Garvey School which has 36 students ages three to five enrolled. The Association provided invaluable support as part of the school board throughout the past year and has reaffirmed its commitment to the institution.

GENERAL MEDIA COVERAGE

The SAJ maintains open channels of communication with the media to strengthen coverage of industry issues and to address matters concerning its membership.

Among the unit's primary functions are:

- The creation and dissemination of media advisories and releases to the press.
- Providing responses to requests and queries from the public and the media.
- Coverage of SAJ and members' events and projects.

SAJ SUPPORT OF CSA

The SAJ continues to provide robust Public Relations support to the Caribbean Shipping Association, which has proven invaluable amid the COVID-19 pandemic as its impact on normal events persists.

The SAJ Consults team aided with the planning and execution of the CSA's virtual Caribbean Shipping Executives' Conference, as well as prepared speeches and presentations for its executives, and releases and notices for the public and media.

Throughout the review period, the SAJ has delivered graphics and written content for the CSA's social and online platforms to include its website, Facebook and LinkedIn accounts and the monthly newsletter.

The Team also aided in the forthcoming redesign and launch of the CSA website and the publication of its first report under the Caribbean Research Institute.

INTERNAL COMMUNICATION

Given the uncertainty caused by the pandemic, the SAJ reinforced its relationship with staff through intensified communication which resulted in regular distribution of relevant information related to the pandemic, prevention and treatment measures, and vaccine availability, in addition to employee engagement activities. ■





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