

POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED

ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2018

EXECUTIVE SUMMARY

Corporate Information:

The Point Lisas Industrial Port Development Corporation Limited (PLIPDECO) was incorporated on September 16th, 1966 under the laws of the Republic of Trinidad and Tobago and has a primary listing on the Trinidad and Tobago Stock Exchange. The Government of the Republic of Trinidad and Tobago has a 51% shareholding in PLIPDECO.

Mission Statement:

To develop, market and operate port, logistics and industrial estate infrastructure for optimal economic growth.

Vision Statement:

A Global Leader in port and estate management - consistently providing superior, innovative service.

Strategic Plan:

The Corporation's Strategic Plan covers the period 2018 to 2020. Objectives include:

- Profitability
- Improved Market Positioning
- Cost Management
- Warehousing and Logistics Services
- Geographic Growth
- Offer New Services
- Diversify Land Use

Financial Operations:

For the financial year ended December 31st, 2018 actual expenditure was \$260M versus a budget of \$246M. Profit Before Tax was \$17.3M (Excluding Fair Value Gains).

Human Resources:

Career development is important for both employee and employer. Thus, despite the financial difficulties of the economic climate, the Corporation sought to find creative measures to meet the needs of the employees as well as the organization as a whole.

The Corporation has also developed succession planning strategies in an effort to retain its top performers. The Corporation is of the view that offering continuous learning and training opportunities to staff members is an effective retention tool for employees.

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Organisational Structure:

The Corporation consists of 16 departments, the operations of which are overseen by individual Managers. The Executive level consists of the President, 3 Vice Presidents and the Corporate Secretary who provide further oversight to the Corporation and the individual departments.

Procurement of Resources:

Procurement of resource can be done at the level of the Executive, the Management Tenders Committee, Board Tenders Committee or the Board depending on the level of expenditure required. Request for Services or products can be done either through open tender, selective tender or sole source.

Key Reporting Functions and Cross Section of Accomplishments:

Engineering: The improvement in equipment reliability during 2018 would have been supported by the commissioning of a new reach stacker into service as well as two reach stackers that were placed into operations during 2017 and twelve (12) new forklifts were also procured.

Rehabilitation of Berth 3 was completed and returned to operations.

Estate: The major infrastructural works completed included the spot repairs to various parts of the roadway on the Industrial Estate and major drainage improvement works to reduce the incidences of flooding. For the year, 40 rent reviews were done for various tenants and renewals for 5 leases completed.

HSE: For the year 2018 the following were the key highlights:

- Live Emergency Drill at the Port - The HSE Department in collaboration with Ventrin Petroleum executed "Joint Response." This was a level II Limited-Scale Emergency Evacuation Drill Exercise conducted at Port Point Lisas.
- Job Verification – the Department introduced a new operational KPI –Job Verification with the purpose of ensuring that all high risk jobs approved by HSE is verified for compliance with safety requirements.

Information Technology: The following major projects were undertaken:

- Upgrade of Check Point Firewall to R80 Implementation of Container Control Portal for Customers (Pilot with Carib)
- Optimization of RFID read rates at the Weigh Bridge
- Completed Navis N4 Product Code Extensions Training

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Internal Audit Services: The Key Performance Indicator for the internal audit function is Audit Coverage, based on the Approved Audit Plan. In the period under review, the achievement was 71%. This measure represented ten (10) audits completed from the Audit Plan, and supplemented by Consultancy engagements, on the request of the Audit Committee.

Legal: In the area of Litigation, the year closed favourably with ten (10) court matters comprising five (5) in the High Court, two (2) Appeals and three (3) Industrial Court.

Marketing & Business Development: In 2018, the department's marketing activities aligned to value-added services for its customers and saw the subscription to the Full Container Load (FCL) Service, resulting in the full occupancy of designated warehouse space for this service.

As part of its continuous customer relationship management efforts, the department focused on targeted customer segments (importers and exporters) and developed tailored solutions via personal selling. In addition to this, the Port of Point Lisas was successful in attracting a new shipping line, MSC Mediterranean Shipping Company in March of 2019 via a vessel sharing arrangement.

Port Operations: Despite the continued economic slowdown affecting Trinidad and Tobago, the Port saw an increase of 5% in containerised cargo for 2018 when compared with 2017. For the year, 170,951 teus were handled compared with 162,498 teus in 2017.

There was an increase in all categories of cargo where both imports and transshipment recorded increases of 5% while exports saw 6% increase. Imports accounted for 44% of throughput, exports were 45% and transshipment were 11%.

Phase 1 of the Labour Call-Out System was rolled out as part of streamlining the labour selection process.

Security Services: Security has been enhanced and supported by the presence of 200 CCTV cameras strategically located throughout the Port and key intersections on the Industrial Estate. These currently provide important operational and security support. To further enhance their capability, a CCTV Control Room is being built and outfitted. The room will be staffed on a 24/7 basis with the intention that real-time monitoring, feedback and reporting be provided.

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Human Resources and Industrial Relations: During the year 2018 the Corporation continued its thrust of maintaining industrial harmony for the effective growth and development of the company. The Collective Bargaining Agreements and the HR Policy continued to be the main guiding instruments utilised in managing the Industrial Relations practices at PLIPDECO. For the year 37 training programmes were undertaken for approximately 473 employees.

Corporate Level Accomplishments and Milestones for 2018:

- **Strategic Plan for the period 2018 to 2020:** The Board approved the new 3-year Strategic Plan for the period 2018 to 2020.
- **CariCRIS Credit Rating:** The Caribbean Information Rating and Credit Services Limited (CariCRIS) assessed PLIPDECO with an A+ rating for the 5th consecutive year.
- **Caribbean Shipping Association (CSA) – Port Awards:** The Port of Point Lisas for the 2nd consecutive year, received the Caribbean Shipping Association Port Award for Dependability and Flexibility.

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1. CORPORATE INFORMATION

REGISTERED OFFICE:

PLIPDECO House
Orinoco Drive
Point Lisas Industrial Estate
Point Lisas, Couva
Trinidad, West Indies

BOARD OF DIRECTORS:

Mr Ian R. H. Atherly - Chairman
Mr Haroon Fyzool Awardy – Deputy Chairman
Mr. Ibn Llama de Leon
Mr Charles Percy
Mr. Prakash Ramnarine
Dr. Dale Sookoo

PRESIDENT:

Mr. Ernest Ashley Taylor

AUDITORS:

PRICEWATERHOUSECOOPERS
19-21 Independence Avenue
San Fernando
Trinidad, West Indies

REGISTRAR:

The Trinidad and Tobago Central Depository
Limited
10th Floor, Nicholas Tower
63-65 Independence Square
Port of Spain
Trinidad, West Indies

BANKERS:

REPUBLIC BANK LIMITED
Southern Main Road
Couva
Trinidad, West Indies

FIRST CITIZENS BANK LIMITED
Orinoco Drive
Point Lisas Industrial Estate
Couva
Trinidad, West Indies

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The share ownership structure is as follows:

- Government of the Republic of Trinidad and Tobago: 51%
- Private Shareholders: 49%

Major private shareholders include financial institutions and insurance companies. PLIPDECO shares are actively traded on the Trinidad and Tobago Stock Exchange.

PLIPDECO is ISO 9001:2015 certified by the Lloyd's Register Quality Assurance (LRQA), and its Port operations are certified under the International Ship and Port Facility Security Code (ISPS).

2. MISSION STATEMENT

To develop, market and operate port, logistics and industrial estate infrastructure for optimal economic growth.

3. VISION STATEMENT

A Global Leader in port and estate management by consistently providing superior, innovative service.

4. STRATEGIC PLAN:

The Corporation's Strategic plan includes the following objectives:

OBJECTIVES	DESCRIPTION
1. Profitability	<ul style="list-style-type: none">• Manage revenue and operating costs to ensure economic sustainability and continued return on investment for shareholders.
2. Improved Market Positioning	<ul style="list-style-type: none">• Provide consistent and reliable quality of service.• Collaborate with current customer base including shipping lines/agents to understand ways to enhance our service provision.• Invest in equipment and infrastructure improvements to improve the reliability of service provision.

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OBJECTIVES	DESCRIPTION
	<ul style="list-style-type: none"> • Engage in targeted marketing efforts for non-traditional customer segments. • Implement a flexible/attractive tariff structure.
3. Cost Management	<ul style="list-style-type: none"> • Implement operational adjustments to reduce labour cost. • Asset management to reduce costs of maintenance & increase equipment reliability. • Seek buy-in from stakeholders for pension reform • Increase use of technology to automate business processes.
4. Warehousing	<ul style="list-style-type: none"> • Design, build and lease warehouses • Capitalize on existing land space and proximity to port • Competitive pricing • Partnering with key stakeholders • Cater to Inventory Management needs
5. Offer Logistics Services	<ul style="list-style-type: none"> • Develop a suite of supply chain services such as ordering, scheduling management, delivery and storage using advanced technology • Develop infrastructure for ship chandlery, bunkering and waste management services • Market services to targeted customers • Competitive pricing

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OBJECTIVES	DESCRIPTION
6. Geographic Growth	<ul style="list-style-type: none"> • Acquire additional lands preferably through GORTT allocation • Develop adequate support infrastructure (roads, utilities, pipeline network) • Siting and lease administration • Develop industry clusters
7. Offer New Services	<ul style="list-style-type: none"> • Customised solutions • Wide range of services • Specific staff expertise • Strategic partnerships/sub-contracting arrangements
8. Diversify Land Use	<ul style="list-style-type: none"> • Capitalize on location • Available land • Strong brand • Building on existing networks

5. FINANCIAL OPERATIONS:

(a) BUDGET FORMULATION

PLIPDECO formulates the budget based on a zero based budgeting system.

Revenue estimates are based on past liner activity, discussion with shipping lines agents and assessment of projected economic activity.

Expenditure projections are determined and fine-tuned based on the need and the ability of the revenue and support costs.

Capital expenditure budgets are based on the following three main criteria:

- Corporation working capital for internal funded Capital projects
- Debt coverage and gearing where external funding is required
- The Corporation's need for equipment and infrastructural upgrades on acquisitions

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(b) EXPENDITURE VERSUS BUDGET

The Corporation monitors the budget on a monthly basis. Adherence to budget estimates are woven into the performance management systems by way of various key performance indicators which are specific to various business areas. For the financial year ended December 31st, 2018 actual expenditure was \$260M verses a budget of \$246M. The variance was due to increases in Direct Salaries and Wages, Diesel, Equipment Rental, and Repairs and Maintenance.

6. HUMAN RESOURCES

(a) CAREER PATH SYSTEMS

Career development is important for both employee and employer. Thus, despite the financial difficulties of the economic climate, the need for productivity, job satisfaction and job enrichment still exists. In this regard, the Corporation sought to find creative measures to meet the needs of the employees as well as the organization as a whole.

In addition to training and developmental programs for employees, the Corporation has assisted employees through scholarship arrangements with the Arthur Lok Jack Graduate School of Business to attain their Masters degree in fields related to the operations of the Corporation in an attempt to encourage self-development, increase competencies and improve organizational efficiency. In addition, the Corporation has developed succession planning strategies in an effort to retain its top performers.

The Corporation is of the view that offering continuous learning and training opportunities to staff members is an effective retention tool for employees. To this end, the Corporation has completed several internal training programmes geared towards developing employees to function as Equipment Operators and Terminal Clerks in specialized areas, to name a few.

(b) PERFORMANCE MEASUREMENTS TOOLS

The Corporation last revised its Performance Management System in 2012 with the intent of reducing assessment subjectivity and placing greater emphasis on goal driven parameters and development.

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As part of the process of continuous improvement, the Corporation commenced in 2018 a further review of its performance management system with a view to producing a more reliable and user-friendly instrument. It is the intent of the Corporation to conduct a formally structured roll-out and communication of the revised performance management system and tools commencing in 2019.

(c) PROMOTION – PERFORMANCE BASED? IF NOT, WHAT ARE THE CRITERIA USED?

The Corporation's approach to promotion is based on the existence of a vacancy. Once identified, the positions are advertised internally, where internal candidates are provided with an opportunity to vie for the position. Candidates are evaluated based on qualifications, competence, experience and tenure.

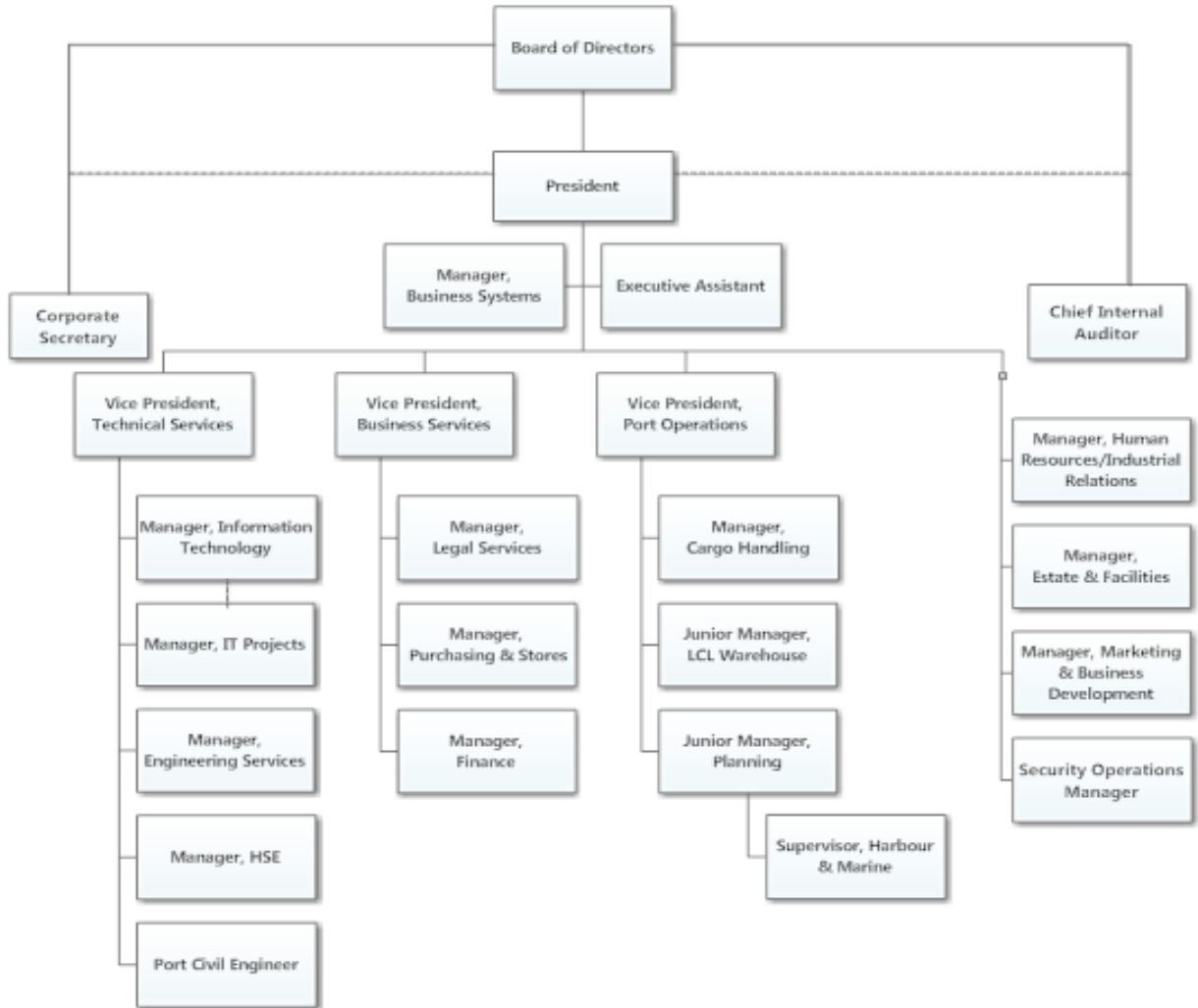
(d) RECRUITMENT AND SELECTION PROCEDURES

The Corporation's Policy on Recruitment and Selection is governed by the relevant Collective Bargaining Agreements and the HR Policy. The thrust of the Corporation has been to provide employees with an opportunity to fill vacant positions where applicable, and in instances where the required criteria are not met, the external selection procedure is initiated. The objective is to ensure that the Corporation attracts, recruits and retains the right people with the right skills in a timely manner, in compliance with best practices and legal requirements.

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7. ORGANISATIONAL STRUCTURE:

(a) CORPORATE STRUCTURE



(b) SERVICES/PRODUCTS PROVIDED:

Point Lisas Industrial Port Development Corporation Limited (PLIPDECO) and its wholly owned subsidiary Point Lisas Terminals Limited (P.L.T.L.) are engaged in the following activities: -

BUSINESS SEGMENT	CORE OPERATIONS
Industrial Estate Management	Development and maintenance of onshore infrastructure, including a freezone, for the purpose of leasing to tenants engaged in downstream energy sector, manufacturing services and warehousing.
Port Operations	Multi-purpose port facility that handles a mixture of containerised, bulk and break-bulk cargo.

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LCL Warehouse	Storage and Distribution of LCL cargo to trade and non-trade consignees.
Harbour Management	Port of Point Lisas Harbour Masters. Coordinating of vessel activities within the Point Lisas Harbour as well as providing berthing and unberthing services.

(c) *LEVELS OF AUTHORITY:*

EXECUTIVE TEAM

Mr. Ernest Ashley Taylor
President

Mr. Niegel Subiah
Vice President, Business Services

Mr. Harold Ragbir
Vice President, Port Operations

Mr. Averde Pantin
Vice President, Technical Services

Mr. Michael Phillip
Corporate Secretary

MANAGEMENT TEAM

Ms. Merle Jennifer Dennis
Manager, Legal Services

Mrs. Judy Beepath-Ramjohn
Manager, Estate & Facilities

Mr. Ian Murray
Manager, Purchasing

Mr. Richard Ramcharan
Manager, IT

Mrs. Susan Clerment-Williams
Manager, HR/IR

Mrs. Subrina Rampersad
Manager, Financial Services

Mr. Christopher Bharat
Junior Manager, LCL Warehouse

Mr. Michael Jackson
Security Operations Manager

Ms. Arlene Wallace Romero
Manager, Business Systems

Mrs. Linda Nedd-Warrick
Chief Internal Auditor

Ms. Shelly Balkissoon
Manager, Marketing & Business Development

Mr. Clint Duncan
Manager, Cargo Handling

Mr. Gerrel Traboulay
Manager, HSE

Mr. Deoraj Mahase
Junior Manager, Planning

Mr. Nicholas Sinanan
Manager, Engineering Services

Ms. Tsai Ann Lawrence
Port Civil Engineer

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LEVELS OF AUTHORITY (CONTINUED)

- (1) The President may invite and consider offers and tenders and make decisions thereon on behalf of the Corporation where it is anticipated that the value of the Goods to be supplied or of the Services or Works to be undertaken does not exceed Fifty Thousand Dollars (\$50,000.00) but the President shall not for the purpose of giving himself/herself authority to act under this sub-rule, sub-divide the quantity of Goods to be supplied or of Services or Works to be undertaken into two (2) or more portions so that the value of the portions will be Fifty Thousand Dollars (\$50,000.00) or less.
- (2) The Management Tenders Committee may invite and consider offers and tenders and will make decisions thereon where it is anticipated that the value of the Goods to be supplied or of the Services or Works to be undertaken is more than Fifty Thousand Dollars (\$50,000.00) but does not exceed Five Hundred Thousand Dollars (\$500,000.00).
- (3) The Board Tenders Committee may invite and consider offers and tenders and make decisions thereon where the value of the Goods to be undertaken is more than Five Hundred Thousand Dollars (\$500,000.00).
- (4) The Board Tenders Committee shall recommend to the Board the award of contracts for Goods, Services, or Works exceeding in value One Million Dollars (\$1,000,000.00).

(d) CONDITIONS OF EMPLOYMENT (DAILY, MONTHLY, CONTRACTUAL)

To efficiently manage the terms and conditions for a diverse workforce, the Corporation employs three major instruments for informing and guiding employees of their conditions of employment,

- Collective bargaining agreements
- Company policies and procedures
- Employee contracts

The collective bargaining agreements apply to the general terms of union employment for workers assigned to the bargaining units of the Seamen and Waterfront Workers' Trade Union (SWWTU) and the Estate Police Association (EPA). The company is currently revising the collective bargaining agreements to be more consistent with emerging labour trends.

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(e) TRAINING PROGRAMS

Training forms an integral part of the company's strategic plan, as gaps in employee skills are dynamically addressed to ensure that the relevant expertise exists in order to support its overall strategic and operational requirements. The following training interventions were completed in the calendar year 2018:

- (A) **Internal Training interventions:** In its thrust to enhance its existing complement of staff trained to operate equipment, the Corporation completed training for staff members in the areas of Tractor Truck, Reach Stacker, and Rubber Tyre Gantry (RTG). Mobile Harbour Crane (MHC) Training continued in 2018. With the purchase of new Reach Stackers and the electrical upgrade of an existing MHC crane, relevant equipment operators were re-oriented to the new equipment. Terminal Clerks completed training in In and Out Gate, Pre Gate and Delivery Office, Radio Data Terminal (RDT), Data Entry and Inventory. The completion of Foreman training expanded the Corporation's cadre of staff trained in this area.
- (B) Additionally, the Corporation recognized a need to remain compliant with international shipping standards. As a result, a comprehensive exercise was completed where multi-disciplinary staff members were exposed to ISPS Awareness Sessions to update them on the relevant shipping codes and requirements in our port environment.
- (C) Terminal Workers were exposed to Gear Room Operations training as well as Reefer Attendant training. Training in these areas allowed the Corporation to expand its pool of trained personnel in both areas. Defensive Driving and HSE Wardens recertification were also completed throughout 2018.
- (D) **External Training interventions:** The Corporation continued its partnership with an external Consultant to update the skills of its Security Services staff in the area of Firearms training. International training included training for recertification on IT-related platforms including UBIQUITI, Ocularis and Jantek systems.

8. PROCUREMENT OF RESOURCES

(a) INVENTORY CONTROL

The Corporation operates centralised stores for the control of all spare parts and consumables required for use in operations.

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- Non Stock Items – Requisitions are prepared by the requesting department and forwarded to the Purchasing Department for the necessary approvals and quotations.

Stock Items – The quantity of items in stock are monitored in accordance with established minimum/maximum levels. Re-orders are placed based on these minimum/maximum levels and lead time for delivery of the goods.

(b) TENDERING PROCEDURES (PUBLIC, SELECTIVE OR SOLE)

Request for Proposal (RFP) documents including Scope of Works are submitted to the Management Tenders Committee, Board Tenders Committee (BTC) or the Board for approval depending on the estimated value of the goods or services.

Upon Approval, the Request for Proposals (RFP) are issued as follows:-

- Open Tender – a process used where invitations are issued through advertisements or other forms of public notice when the Company's list of pre-qualified suppliers/vendors does not cater to or adequately provide for particular types of goods, Works and/or Services or where the number of Pre-qualified Suppliers/vendors are insufficient to generate competitive bidding.
- Selective Tender - When there is an adequate number of Pre-qualified Suppliers for the required goods/service.
- Sole Tender – When the goods / service can only be supplied by a specific person or entity e.g. The Original Equipment Manufacturer, the Authorised Agent of the Manufacturer, or the Supplier can perform same type project & consistency is deemed necessary. In all cases adequate justification must be recorded and approved or where it is deemed that the goods or services are required on a sufficiently urgent basis.

Tender submissions in all instances are opened by a Committee and recorded, evaluated by a Committee which is nominated by the Management Tenders Committee (MTC) or the Board Tenders Committee (BTC).

9. KEY REPORTING FUNCTIONS

(a) Departmental Highlights

1. Engineering

Equipment availability and reliability is one of the key factors that influence efficient Port Operations. For 2018, the average monthly equipment availability was 77% representing a

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47% improvement over 2017 when the average monthly reliability was 74%. The improvement in equipment reliability during 2018 would have been supported by the commissioning of a new reach stacker into service and 12 new forklifts. Additionally, the rehabilitation of Berth 3 was completed and returned to operations

2. Estate

The Estate Department is charged with the responsibility of managing the Industrial Estate from the perspective of lease management, environmental monitoring and conformance, maintenance and upkeep of infrastructure. The major infrastructural works completed included the spot repairs to various parts of the roadway on the Industrial Estate and major drainage improvement works to reduce the incidences of flooding. In conjunction with the HSE Department, 20 tenant site visits were conducted to assess operational and environmental compliance with the terms of the respective leases. For the year, 40 rent reviews were done for various tenants and renewals for five leases completed.

3. HSE

- **Live Emergency Drill at the Port** - The HSE Department in collaboration with Ventrin Petroleum executed "Joint Response." This was a level II Limited-Scale Emergency Evacuation Drill Exercise conducted at Port Point Lisas.
- **Job Verification** – The Department introduced a new operational KPI –Job Verification with the purpose of ensuring that all high risk jobs approved by HSE is verified for compliance with safety requirements.
- **Hazard Communication- Chemical Register and Risk Assessment** - HSE initiated an evaluation of chemicals stored, handled and used at all of the Corporation's Facilities with the objective to communicate chemical hazard information to workers and to establish a chemical register for the Corporation which will aid in supporting the Corporation's overall objectives of Emergency Response procedures and meeting regulatory requirements.
- **AMCHAM- October** – The Department participated in the American Chamber of Commerce of Trinidad & Tobago (AMCHAM T&T) 22nd Annual Health, Safety, Security and Environment (HSSE) Conference and Exhibition - Technology, Culture, Results.
- The Trinidad and Tobago Emergency Mutual Aid Scheme (TTEMAS) installed its new Executive Management Team for the period 2018 to 2020. The organization renders assistance to member companies within the Point Lisas Industrial Estate and surrounding

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residential communities in emergencies such as fires, environmental releases, disaster preparedness and emergency response training. At the TTEMAS' 35th Anniversary and Award Ceremony held on Saturday September 29th, 2018, PLIPDECO received the award for Long standing Member of TTEMAS.

4. Information Technology

• **CCTV Upgrade**

No	Locations	Details
1	Projects and Facilities	Installation of 8 cameras
2	CES Phase 2	Installation of 5 additional cameras
3	CCTV RTG Lanes	Installation of 4 cameras
4	CCTV Customs Scanner	Installation of 6 cameras

• **Systems**

RTG Wireless Upgrade, Port Wireless Blanket Upgrade, Installation of Wireless Network for Customer Scanner and Installation of Communication Nodes for Business Services New Office.

- Implementation of Convene Board Management Software
- Upgrade of Check Point Firewall to R80 Implementation of Container Control Portal for Customers (Pilot with Carib)
- Optimization of RFID read rates at the Weighbridge
- Completed Navis N4 Product Code Extensions Training
- Dynamics Upgrade & Collections Management

5. Internal Audit Services

Audit Coverage

The Key Performance Indicator for the internal audit function is Audit Coverage, based on the Approved Audit Plan. In the period under review, the achievement was 71%. This measure represented ten (10) audits completed from the Audit Plan, and supplemented by Consultancy engagements on the request of the Audit Committee. Therefore, the remaining audits were necessarily approved by the Audit Committee for inclusion in the 2019 Annual Audit Plan.

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Audit Findings

A total of sixty-seven (67) Audit Findings were raised from the 2018 audit engagements. Together with findings brought forward from 2017, the Department pursued planned monitoring of resolution on fifty-four (54) items.

In the end a total of sixty-eight percent (68%) of issues were satisfactorily resolved within the period.

6. Legal

The Records Management Unit continues to maintain the records management system across fifteen of the sixteen departments across the Corporation. The SharePoint based system designed to support Electronic Records Management proliferation experiences a consistently high utilisation. The Digitisation process within the Records Management function has been optimised to align with ISO 13028 Standard. The department has actively digitised some of the Corporation's legacy paper records and continues to digitise 28% of current paper records.

As it relates to contracts and leases, in 2018: Thirty-One (31) new contracts were executed and Six (6) new Deeds of Lease were registered.

In the area of Litigation, the year closed favourably with ten (10) court matters comprising five (5) in the High Court, two (2) Appeals and three (3) Industrial Court.

7. Marketing & Business Development

In 2018, the department's marketing activities aligned to value-added services for its customers and saw the subscription to the Full Container Load (FCL) Service, resulting in the full occupancy of designated warehouse space for this service.

As part of its continuous customer relationship management efforts, the department focused on targeted customer segments (importers and exporters) and developed tailored solutions via personal selling. In addition to this, the Port of Point Lisas was successful in attracting a new shipping line, MSC Mediterranean Shipping Company in March of 2019 via a vessel sharing arrangement.

At the end of 2018, the Corporation's containerized market share stood at 50.6% for full domestic (imports and exports), transshipment 15.7% and total market at 39.0%.

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The department and by extension the Corporation participated and provided support to the Ministry of Trade and Industry through participation in a number of Committees and meetings related to enhancing trade and trade-related processes.

The following corporate event was also organised and executed during the year; Administrative Professionals Week.

8. Port Operations

Despite the continued economic slowdown affecting Trinidad and Tobago, the Port saw an increase of 5% in containerised cargo for 2018 when compared with 2017. For the year, 170,951 teus were handled compared with 162,498 teus in 2017.

There was an increase in all categories of cargo where both imports and transshipment recorded increases of 5% while exports saw 6% increase. Imports accounted for 44% of throughput, exports were 45% and transshipment were 11%.

The total volume of general cargo handled in 2018 had a major increase of 59% to 371,914 tonnes. In comparison for the year ended 2017, the Port handled 234,487 tonnes of general cargo. In 2018, imports accounted for 98% of the cargo handled while exports accounted for 2%.

9. Security Services

Security Management both for the Port and the Estate has seen some improvement despite the challenges confronting Security Service on the national front. The department continues to partner with various arms of the Ministry of National Security, more importantly the National Operations Centre (NOC).

Security has also been enhanced and supported by the presence of 200 CCTV cameras strategically located throughout the Port and key intersections on the Industrial Estate. These currently provide important operational and security support. To further enhance their capability, a CCTV Control Room is being built and outfitted. The room will be staffed on a 24/7 basis with the intention that real-time monitoring, feedback and reporting be provided.

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(b) Reports to Ministries, President/Parliament

Requested reports as follows were submitted to the various Ministries, copies of which can be provided upon request:

REPORT	MINISTRY/AGENCY/OFFICE
Quarterly Report	Ministry of Works and Transport/Ministry of Finance
Status of Loans	Ministry of Finance
Statement of Cash Flows	Ministry of Finance
Confirmed Minutes of Board Meetings	Ministry of Works and Transport/Ministry of Finance
Annual Report of Board Performance	Ministry of Works and Transport

10. HUMAN RESOURCES AND INDUSTRIAL RELATIONS

During the year 2018 the Corporation continued its thrust of maintaining industrial harmony for the effective growth and development of the company. The Collective Bargaining Agreements and the HR Policy continued to be the main guiding instruments utilised in managing the Industrial Relations practices at PLIPDECO. However, in the year 2018 the Corporation commenced a review of the HR/IR Policies in the areas of Harassment/Sexual Harassment in the Workplace, Social Media Policy and Internet/E-Mail Policies to help reinforce the standards expected of employees, while improving the management of staff.

All Collective Bargaining Agreements are due for review with the Seamen and Waterfront Workers Trade Union (SWWTU), as well as the Estate Police Association (EPA). The Corporation therefore intends to engage both Unions to review compensation, working conditions, benefits, and other aspects of the employees' terms and conditions of employment.

The Corporation implemented 37 internal and external training programmes for 473 members of staff.

11. ENVIRONMENTAL POLICY

The Corporation takes very seriously its responsibility in maintaining a sustainable environment. It is also mindful of the effect of non-compliance on the community at large and in this regard more emphasis has been placed on monitoring and reporting. To this end the Corporation has undertaken independent environmental testing on the estate to ensure that environmental standards are aligned to international standards.

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12. COMMUNITY SERVICE PROGRAMME OR POLICIES

The Corporation remains mindful of its corporate social responsibility in the Couva/Point Lisas region as well as nationally. A number of charitable contributions were made to assist sporting, educational and cultural programs undertaken by various organisations. In addition, the Corporation actively supports its adopted school, the Couva South Government Primary School.

The Corporation focuses on the “human element” in all its endeavours. In 2018, PLIPDECO collaborated with and supported various organisations for a number of activities. These included:

- Southern Games
- Partnered Living Water Community and Trinidad and Tobago Manufacturers Association to assist in flood relief efforts to affected citizens of Trinidad.
- Hosted a Christmas Treat for a Children's Home in the area, where staff volunteers brought Christmas cheer to the children and staff at the home.

13. AUDIT COMMITTEES OR INTERNAL AUDIT PROCEDURES

The annual review of the Internal Audit Charter resulted in two amendments which were approved by the Audit Committee of the Board of Directors.

The Mission Statement was expanded to read: “To provide assurance through risk-based assessments that add value and promote the achievement of the strategic and operational objectives.”

Therefore, the annual Risk Assessment necessarily involved the Corporation's strategic outlook that influenced the respective operational objectives for all processes in the Value Chain.

Annual Risk-based Audit Plan

The final risk-based Audit Plan 2018 comprised processes in the Corporation's Value Chain, prioritized based on Risk Scores determined from analyses of:

1. Changes to the internal and external business environment;
2. Current and proposed changes to operations;

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3. Prior years' Audit Findings from Internal & External sources;
4. Regulatory & Statutory requirements.

The Annual Audit Plan comprising fourteen (14) audits was approved by the Audit Committee on March 13th, 2018. Each engagement was planned to assess the efficacy of controls aimed at mitigation of a combination of financial, operational and/or compliance risks. Standard compliance controls designed to ensure the achievement of the relevant objectives were also evaluated that met customer satisfaction and the related ISO9001:2015 Standard.

14. PERFORMANCE ACCOMPLISHMENTS:

CROSS SECTION OF KEY ACCOMPLISHMENTS AND MILESTONES FOR 2018

Strategic Plan for the period 2018 to 2020

The Board approved the new 3-year Strategic Plan for the period 2018 to 2020.

Upgrade to ISO9001:2015 Standard

The Lloyds Register Quality Assurance upgraded the Corporation to the new ISO9001:2015 Standard.

CariCRIS Credit Rating

The Caribbean Information Rating and Credit Services Limited (CariCRIS) assessed PLIPDECO with an A+ rating for the 5th consecutive year.

Board Management System (Convене)

The Corporation launched the Board Management software, Convene, to aid in the more effective distribution and management of Board documents.

Caribbean Shipping Association Port Awards

The Port of Point Lisas for the 2nd consecutive year, received the Caribbean Shipping Association port award for dependability and flexibility.

GPS for Port Equipment:

GPS tracking was installed on the newly acquired Port equipment. In addition to this, a more detailed mapping of the Port has been developed and implemented to make for more accurate tracking of equipment by the Planning Department.

Implementation of Scanners

The Corporation along with Customs successfully deployed the 2 scanners at the Port of Point Lisas. The new system aids in streamlining the examination of containers for illicit goods and proper declaration of cargo.

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Labour Call-out System

The automated Labour Call-out and Selection System was successfully launched and implemented for the Terminal Clerks.

Labour Reform

Following several discussions with the Union, agreement was reached on the reduction of labour in some areas. This included terminal clerks at the gates, foremen during vessel operations and forklift operators.

New Vehicle Fleet

A fleet of new vehicles was acquired and placed into service across the various departments.

Procurement of 12 Forklifts

Twelve forklifts were procured and placed into operations as replacement for the previously contracted services.

Procurement of Reach Stacker

An additional reach stacker was procured and placed into operation.

Berth 3 Repairs

The rehabilitation of Berth 3 was completed during the year and brought to an end the programme to repair Berths 1A, 3 and 4.