



PORT EVERGLADES FRANCHISE APPLICATION

An application will not be deemed complete and ready for processing until all required documents and fees are received.

A separate application must be filed for each type of franchise applied for.

FRANCHISE TYPE

CHECK ONE

STEAMSHIP AGENT

STEVEDORE

CARGO HANDLER

TUGBOAT & TOWING

VESSEL BUNKERING

VESSEL OILY WASTE REMOVAL

VESSEL SANITARY WASTE WATER REMOVAL

MARINE TERMINAL SECURITY

MARINE TERMINAL SECURITY

FIREARMS CARRYING SECURITY PERSONNEL

NON-FIREARMS CARRYING SECURITY PERSONNEL

Note: Applicant is the legal entity applying for the franchise. If the Applicant is granted the franchise, it will be the named franchisee. All information contained in this application shall apply only to the Applicant, and not to any parent, affiliate, or subsidiary entities.

Applicant's

Name ISS Marine Services Inc d/b/a Inchcape Shipping

(Name as it appears on the certificate of incorporation, charter, or other legal documentation as applicable, evidencing the legal formation of the Applicant)

Applicant's Business Address 1210 Hillcrest Rd Suite 100, Mobile, AL 36695

Phone # () 251-461-2785 E-mail address saroja.raghunathar@_iss-shipping.com

Fax #: () _____

Name of the person authorized to bind the Applicant (Person's signature must appear on Page 13.)

Name Lynn S. Gueho

Title Manager Corporate Services – North America

Business Address 1210 Hillcrest Rd Suite 100 Mobile, AL 36695

Phone # () 251 461 2785 E-mail address Lynn.Gueho @_iss-shipping.com

Fax #: () 251 461 2714

Provide the Name and Contact Information of Applicant's Representative to whom questions about this application are to be directed (if different from the person authorized to bind the Applicant):

Representative's Name _____

Representative's Title _____

Representative's Business Address _____

Representative's Phone # () _____

Representative's E-mail address _____@_____

Representative's Fax # () _____

PLEASE COMPLETE THIS APPLICATION AND LABEL ALL REQUIRED BACKUP DOCUMENTATION TO CLEARLY IDENTIFY THE SECTION OF THE APPLICATION TO WHICH THE DOCUMENTATION APPLIES (I.E....., SECTION A, B, C, etc.).

Section A

1. List the name(s) of Applicant's officers, including, CEO, COO, CFO, director(s), member(s), partner(s), shareholder(s), principal(s), employee(s), agents, and local representative(s) active in the management of the Applicant.

Officers:

Title Vice President Commercial - Americas
First Name Randy Middle Name _____
Last Name Jameson
Business Street Address 15635 Jacintoport Blvd, Suite 200, Houston, TX, 77015, USA
City, State, Zip Code Texas 77015
Phone Number (____) 1 713 684 1707 Fax Number (____) _____
Email Address Randy.Jameson @ iss-shipping.com.

Title V P Finance - Americas
First Name Guru Middle Name _____
Last Name Uppalapati
Business Street Address 15635 Jacintoport Blvd Suite 200,
City, State, Zip Code Houston , TX 77015,USA
Phone Number (____) 1713 684 1705 Fax Number (____) _____
Email Address Guru.Uppalapati @ iss-shipping.com.

Title Manager Corporate Services â•fi North
First Name Lynn Middle Name s
Last Name Gueho
Business Street Address 1210 Hillcrest Rd Suite 100
City, State, Zip Code Mobile, AL 36695
Phone Number (____) 251-461-2785 Fax Number (____) _____
Email Address Lynn.Gueho @ iss-shipping.com.

Title _____
First Name _____ Middle Name _____
Last Name _____
Business Street Address _____
City, State, Zip Code _____
Phone Number (____) _____ Fax Number (____) _____
Email Address _____ @ _____.

Attach additional sheets if necessary.

2. RESUMES: Provide a resume for each officer, director, member, partner, shareholder, principal, employee, agent, and local representative(s) active in the management of the Applicant, as listed above. Attached

Section B

1. Place checkmark to describe the Applicant:
() Sole Proprietorship (X) Corporation () Partnership () Joint Venture () Limited Liability Company
2. Provide copies of the documents filed at the time the Applicant was formed including Articles of Incorporation (if a corporation); Articles of Organization (if an LLC); or Certificate of Limited Partnership or Limited Liability Limited Partnership (if a partnership). If the Applicant was not formed in the State of Florida, provide a copy of the documents demonstrating that the Applicant is authorized to conduct business in the State of Florida. Attached

Section C

1. Has there been any change in the ownership of the Applicant within the last five (5) years? (e.g., any transfer of interest to another party)
Yes___ No_X If "Yes," please provide details in the space provided. Attach additional sheets if necessary.
2. Has there been any name change of the Applicant or has the Applicant operated under a different name within the last five (5) years?
Yes___ No_X If "Yes," please provide details in the space provided, including: Prior name(s) and Date of name change(s) filed with the State of Florida's Division of Corporations or other applicable state agency. Attach additional sheets if necessary.
3. Has there been any change in the officers, directors, executives, partners, shareholders, or members of the Applicant within the past five (5) years?
Yes_X No___ If "Yes," please provide details in the space provided, including:
Prior officers, directors, executives, partners, shareholders, members
Name(s) Damsgaard, Thomas
New officers, directors, executives, partners, shareholders, members
Name(s) Randy Jameson
Also supply documentation evidencing the changes including resolution or minutes appointing new officers, list of new principals with titles and contact information, and effective date of changes. Attach additional sheets if necessary. Attached

Section D

Provide copies of all fictitious name registrations filed by the Applicant with the State of Florida's Division of Corporations or other State agencies. If none, indicate "None" _____.

Inchcape Shipping Services
Portside Marine Services
Lavino Shipping Agencies

Section E

1. Has the Applicant acquired another business entity within the last five (5) years?
Yes___ No X If "Yes," please provide the full legal name of any business entity which the Applicant acquired during the last five (5) years which engaged in a similar business activity as the business activity which is the subject of this Port Everglades Franchise Application.
If none, indicate "None" None.
2. Indicate in the space provided the date of the acquisition and whether the acquisition was by a stock purchase or asset purchase and whether the Applicant herein is relying on the background and history of the acquired firm's officers, managers, employees and/or the acquired firm's business reputation in the industry to describe the Applicant's experience or previous business history. Attach additional sheets if necessary. Not Applicable
3. Has the Applicant been acquired by another business entity within the last five (5) years?
Yes___ No X If "Yes," provide the full legal name of any business entity which acquired the Applicant during the last five (5) years which engaged in a similar business activity as the business activity which is the subject of this Port Everglades Franchise Application.
If none, indicate "None" None.
4. Indicate in the space provided the date of the acquisition and whether the acquisition was by a stock purchase or asset purchase and whether the Applicant herein is relying on the background and history of the parent firm's officers, managers, employees and/or the parent firm's business reputation in the industry to describe the Applicant's experience or previous business history. Attach additional sheets if necessary. Not Applicable

Section F

Provide the Applicant's previous business history, including length of time in the same or similar business activities as planned at Port Everglades. ISS Marine Services extended into North American Shipping market with the acquisition of Southern Steamship in 1990 and the group subsequently consolidated its position on the West and East coasts with the acquisition of Williams

Section G

1. Provide a list of the Applicant's current managerial employees, including supervisors, superintendents, and forepersons. Attached Diamond in 1991 and Lavino in 1992. ISS Marine Services started
2. List the previous work history/experience of the Applicant's current managerial employees, including their active involvement in seaports and length of time in the same or similar business activities as planned at Port Everglades. Attached

Section H

List all seaports, including Port Everglades (if application is for renewal), where the Applicant is currently performing the services/operation which is the subject of this Franchise application. **Use this form for each seaport listed. Photocopy additional pages as needed (one page for each seaport listed).**

If none, state "None" _____.

Seaport Port Everglades Number of Years Operating at this Seaport 25

List below all of the Applicant's Clients for which it provides services at the seaport listed above.

Client Name (Company)	Number of Years Applicant has Provided Services to this Client
Shell	20 to 25 years
Exxon Mobile	20 to 25 years
NYK RORO Division	20 to 25 years
CLS & Spot Customers	20 years

Section I

1. Provide a description of all past (within the last five (5) years) and pending litigation and legal claims where the Applicant is a named party, whether in the State of Florida or in another jurisdiction, involving allegations that Applicant has violated or otherwise failed to comply with environmental laws, rules, or regulations or committed a public entity crime as defined by Chapter 287, Florida Statutes, or theft-related crime such as fraud, bribery, smuggling, embezzlement or misappropriation of funds or acts of moral turpitude, meaning conduct or acts that tend to degrade persons in society or ridicule public morals.

The description must include all of the following:

- a) The case title and docket number
- b) The name and location of the court before which it is pending or was heard
- c) The identification of all parties to the litigation
- d) General nature of all claims being made

If none, indicate "None" None There are no cases pending. The case United States ex rel. Rudolph v. Inchcape Shipping Services Holdings Limited got dismissed in 2018

2. Indicate whether in the last five (5) years the Applicant or an officer, director, executive, partner, or a shareholder, employee or agent who is or was (during the time period in which the illegal conduct or activity took place) active in the management of the Applicant was charged, indicted, found guilty or convicted of illegal conduct or activity (with or without an adjudication of guilt) as a result of a jury verdict, nonjury trial, entry of a plea of guilty or nolo contendere where the illegal conduct or activity (1) is considered to be a public entity crime as defined by Chapter 287, Florida Statutes, as amended from time to time, or (2) is customarily considered to be a white-collar crime or theft-related crime such as fraud, smuggling, bribery, embezzlement, or misappropriation of funds, etc. or (3) results in a felony conviction where the crime is directly related to the business activities for which the franchise is sought.

Yes___ No X

If you responded "Yes," please provide all of the following information for each indictment, charge, or conviction:

- a) A description of the case style and docket number
- b) The nature of the charge or indictment
- c) Date of the charge or indictment
- d) Location of the court before which the proceeding is pending or was heard
- e) The disposition (e.g., convicted, acquitted, dismissed, etc.)
- f) Any sentence imposed
- g) Any evidence which the County (in its discretion) may determine that the Applicant and/or person found guilty or convicted of illegal conduct or activity has conducted itself, himself or herself in a manner as to warrant the granting or renewal of the franchise.

Section J

The Applicant must provide a current certificate(s) of insurance. Franchise insurance requirements are determined by Broward County's Risk Management Division and are contained in the Port Everglades Tariff No. 12 as amended, revised or reissued from time to time. The Port Everglades Tariff is contained in the Broward County Administrative Code, Chapter 42, and is available for inspection on line at: <http://www.porteverglades.net/development/tariff>. Attached

Section K

1. The Applicant must provide its most recent audited or reviewed financial statements prepared in accordance with generally accepted accounting principles, or other documents and information which demonstrate the Applicant's creditworthiness, financial responsibility, and resources, which the Port will consider in evaluating the Applicant's financial responsibility. Attached

2. Has the Applicant or entity acquired by Applicant (discussed in Section E herein) sought relief under any provision of the Federal Bankruptcy Code or under any state insolvency law filed by or against it within the last five (5) year period?

Yes ___ No X

If "Yes," please provide the following information for each bankruptcy or insolvency proceeding:

- a) Date petition was filed or relief sought
- b) Title of case and docket number
- c) Name and address of court or agency
- d) Nature of judgment or relief
- e) Date entered

3. Has any receiver, fiscal agent, trustee, reorganization trustee, or similar officer been appointed in the last five (5) year period by a court for the business or property of the Applicant?

Yes ___ No X

If "Yes," please provide the following information for each appointment:

- a) Name of person appointed
- b) Date appointed
- c) Name and address of court
- d) Reason for appointment

4. Has any receiver, fiscal agent, trustee, reorganization trustee, or similar officer been appointed in the last five (5) year period by a court for any entity, business, or property acquired by the Applicant?

Yes ___ No X

If "Yes," please provide the following information for each appointment:

- a) Name of person appointed
- b) Date appointed
- c) Name and address of court
- d) Reason for appointment

Section L Attached

List four (4) credit references for the Applicant, one of which must be a bank. Use this format:

Name of Reference _____ Nature of Business _____

Contact Name _____ Title _____

Legal Business Street Address _____

City, State, Zip Code _____

Phone Number (____) _____

(Provide on a separate sheet.)

Section M

1. Security: Pursuant to Port Everglades Tariff 12, Item 960, all Franchisees are required to furnish an Indemnity and Payment Bond or Irrevocable Letter of Credit drawn on a U.S. bank in a format and an amount not less than \$20,000 as required by Broward County Port Everglades Department.

LC Number for Broward County â•fi

2. Has the Applicant been denied a bond or letter of credit within the past five (5) years?

Yes___ No X

If "Yes," please provide a summary explanation in the space provided of why the Applicant was denied. Use additional sheets if necessary.

Section N

1. Provide a list and description of all equipment currently owned and/or leased by the Applicant and intended to be used by the Applicant for the type of service(s) intended to be performed at Port Everglades including the age, type of equipment and model number. No equipment currently owned and/or leased

2. Identify the type of fuel used for each piece of equipment. Not applicable

3. Indicate which equipment, if any, is to be domiciled at Port Everglades. Not applicable

4. Will all equipment operators be employees of the Applicant, on the payroll of the Applicant, with wages, taxes, benefits, and insurance paid by the Applicant?

Yes X No___

If "No," please explain in the space provided who will operate the equipment and pay wages, taxes, benefits, and insurance, if the franchise is granted. Use additional sheets if necessary.

Section O

Provide a copy of the Applicant's current Broward County Business Tax Receipt (formerly Occupational License).

Section P

1. Provide a copy of Applicant's safety program. Attached
2. Provide a copy of Applicant's substance abuse policy. Attached
3. Provide a copy of Applicant's employee job training program/policy. Attached
4. Provide information regarding frequency of training. Attached
5. Include equipment operator certificates, if any. As for equipment operator certificates we do not operate any machines outside of employee vehicles within ISS Marine Services Inc.

Section Q

1. Has the Applicant received within the past five (5) years or does the Applicant have pending any citations, notices of violations, warning notices, or fines from any federal, state, or local environmental regulatory agencies?
Yes___ No X

2. Has the Applicant received within the past five (5) years or does the Applicant have pending any citations, notices of violations, warning notices, or civil penalties from the U.S. Coast Guard?
Yes___ No X

3. Has the Applicant received within the past five (5) years or does the Applicant have pending any citations, notices of violations, warning notices, or fines from the Occupational Safety and Health Administration?
Yes___ No X

If you responded "Yes" to any of this section's questions 1, 2, or 3 above, please provide a detailed summary for each question containing the following information:

- a) Name and address of the agency issuing the citation or notice
- b) Date of the notice
- c) Nature of the violation
- d) Copies of the infraction notice(s) from the agency
- e) Disposition of case
- f) Amount of fines, if any
- g) Corrective action taken

Attach copies of all citations, notices of violations, warning notices, civil penalties and fines issued by local, state, and federal regulatory agencies, all related correspondence, and proof of payment of fines.

4. Provide a statement (and/or documentation) which describes the Applicant's commitment to environmental protection, environmental maintenance, and environmental enhancement in the Port. Attached

Section R

Provide written evidence of Applicant's ability to promote and develop growth in the business activities, projects or facilities of Port Everglades through its provision of the services (i.e., stevedore, cargo handler or steamship agent) it seeks to perform at Port Everglades. For first-time applicants (stevedore, cargo handler and steamship agent), the written evidence must demonstrate Applicant's ability to attract and retain new business such that, Broward County may determine in its discretion that the franchise is in the best interests of the operation and promotion of the port and harbor facilities. The term "new business" is defined in Chapter 32, Part II of the Broward County Administrative Code as may be amended from time to time. Attached

If you have checked an Applicant box for VESSEL BUNKERING, VESSEL OILY WASTE REMOVAL, VESSEL SANITARY WASTE WATER REMOVAL, OR MARINE TERMINAL SECURITY, the following additional information is required:

VESSEL BUNKERING

Section T- A Letter of Adequacy from the U.S. Coast Guard and a copy of the applicant's operations manual approved by the U.S. Coast Guard.

Section V- A copy of the applicant's Oil Spill Contingency Plan for Marine Transportation Related Facilities approved by the U.S. Coast Guard.

Section W- A Terminal Facility Discharge Prevention and Response Certificate with a copy of an approved Oil Spill Contingency Plan from the Florida Dept. of Environmental Protection.

Section Z- An approved Discharge Cleanup Organization Certificate from the Florida Dept. of Environmental Protection which has been issued to the applicant or to its cleanup contractor with a copy of the cleanup contract showing the expiration date.

VESSEL OILY WASTE REMOVAL

Section S - Certificate of Adequacy in compliance with the Directives of MARPOL 73/75 and 33 CFR 158, if applicable.

Section T- A Letter of Adequacy from the U.S. Coast Guard and a copy of the Applicant's operations manual approved by the U.S. Coast Guard.

Section U- A Waste Transporter License from the Broward County Environmental Protection Department identifying the nature of the discarded hazardous (or non-hazardous) material to be transported.

Section V- A copy of the Applicant's Oil Spill Contingency Plan for Marine Transportation Related Facilities approved by the U.S. Coast Guard.

Section W- A Terminal Facility Discharge Prevention and Response Certificate with a copy of an approved Oil Spill Contingency Plan from the Florida Dept. of Environmental Protection.

Section X- A Used Oil Collector, Transporter, and Recycler Certificate from the Florida Dept. of Environmental Protection.

Section Y- An Identification Certificate from the U.S. Environmental Protection Agency.

Section Z- An approved Discharge Cleanup Organization Certificate from the Florida Dept. of Environmental Protection which has been issued to the Applicant or to its cleanup contractor with a copy of the cleanup contract showing the expiration date.

VESSEL SANITARY WASTE WATER REMOVAL

Section U- A Waste Transporter License from the Broward County Environmental Protection Department identifying the nature of the discarded hazardous (or non-hazardous) material to be transported.

Section Z1- A copy of the Applicant's operations manual.

Section Z2- A Septage Receiving Facility Waste Hauler Discharge Permit from the Broward County Water and Wastewater Services Operations Division.

MARINE TERMINAL SECURITY

Section N1- A list of all metal detection devices, walk-through and hand held, as well as all luggage and carryon x-ray machines owned or leased, to be used or domiciled at Port Everglades. Listing must include brand name and model.

Section N2- A copy of all manufacturers recommended service intervals and name of

company contracted to provide such services on all aforementioned equipment.

Section N3- A description of current method employed to assure all equipment is properly calibrated and functioning.

Section N4- current training requirements and training syllabus for employees operating x-ray equipment. Highlight emphasis on weapon and contraband identification.

Include equipment operator certificates, if any.

Section O1- Provide copies of all local, state and federal licenses, including:

- a. A copy of the Applicant's State of Florida Business License.
- b. A copy of security agency's Manager's "M" or "MB" License and a copy of the security agency's "B" or "BB" License issued by the Florida Department of Agriculture and Consumer Services.

Section P3- SECURITY GUARDS / SUPERVISORS

- a. Provide Applicant's background requirements, education, training etc., for personnel hired as security guards.
- b. Provide historic annual turnover ratio for security guards.
- c. Provide a copy of Applicant's job training program/policy including a copy of training curriculum and copies of all manuals and take-home materials made available to security guards. Include information regarding frequency of training.
- d. Provide background requirements, experience, licensing and any and all advanced training provided to supervisory personnel.
- e. Provide present policy for individual communication devices either required of security guards or supplied by the employer.
- f. Provide procurement criteria and source as well as Applicant's certification requirements for K-9 workforce.
- g. Provide information on the number of security guards / supervisors currently employed or expected to be employed to provide security services at Port Everglades.

Supervisors _____
Class D Guards _____
Class G Guards _____
K-9 Handlers _____

Port Everglades Tariff 12

References to the Port Everglades Tariff 12 as amended or reissued: <http://www.porteverglades.net/development/tariff>

Application Fees

The following fees have been established for franchised businesses at Port Everglades. Initial processing fees are nonrefundable. A franchise is required for each category of business.

Stevedore

Initial processing fee, assignment fee, or reinstatement fee \$ 11,000.00

Annual Fee

\$ 4,000.00

Cargo Handler

Initial processing fee, assignment fee, or reinstatement fee \$ 11,000.00

Annual Fee

\$ 4,000.00

Steamship Agent

Initial processing fee, assignment fee, or reinstatement fee \$

4,000.00

Annual Fee

\$ 2,250.00

Tugboat and Towing

Initial processing fee, assignment fee, or reinstatement fee \$ 26,000.00

Annual Fee

By Contract

Vessel Bunkering, Vessel Oily Waste Removal,

Vessel Sanitary Waste Water Removal

Initial processing fee, assignment fee, or reinstatement fee \$ 4,000.00

Annual Fee

\$ 2,250.00

For first-time franchise Applicants, both the initial application fee and the annual fee must be submitted at time of application. Thereafter, annual franchise fees are due and payable each year on the franchise anniversary date, which is defined as the effective date of the franchise.

Note: Check(s) should be made payable to:

BROWARD COUNTY BOARD OF COUNTY COMMISSIONERS and be mailed with this application to:

Port Everglades Business Administration Division

1850 Eller Drive, Fort Lauderdale, FL 33316

Required Public Hearing

Staff review of this application will not commence until such time as all of the above requested information and documentation has been provided and the franchise application has been determined by staff to be complete. All of the above requested information and Sections are required to be completed prior to the scheduling of the public hearing. Staff will request that the Broward County Board of County Commissioners set a public hearing to consider the franchise application and hear comments from the public. The Applicant will be notified of the Public Hearing date and must plan to attend the Public Hearing.

By signing and submitting this application, Applicant certifies that all information provided in this application is true and correct. Applicant understands that providing false or misleading information on this application may result in the franchise application being denied, or in instances of renewal, a franchise revoked. Applicant hereby waives any and all claims for any damages resulting to the Applicant from any disclosure or publication in any manner of any material or information acquired by Broward County during the franchise application process or during any inquiries, investigations, or public hearings.

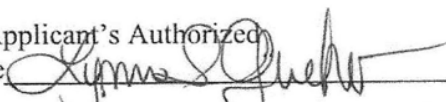
Applicant further understands that if there are any changes to the information provided herein (subsequent to this application submission) or to its officers, directors, senior management personnel, or business operation as stated in this application, Applicant agrees to provide such updated information to the Port Everglades Department of Broward County, including the furnishing of the names, addresses (and other information as required above) with respect to persons becoming associated with Applicant after its franchise application is submitted, and any other required documentation requested by Port Everglades Department staff as relating to the changes in the business operation. This information must be submitted within ten (10) calendar days from the date of any change made by the Applicant.

Applicant certifies that all workers performing functions for Applicant who are subject to the Longshore and Harbor Workers' Act are covered by Longshore & Harbor Workers' Act, Jones Act Insurance, as required by federal law.


This application and all related records are subject to Chapter 119, F.S., the Florida Public Records Act.


By its execution of this application, Applicant acknowledges that it has read and understands the rules, regulations, terms and conditions of the franchise it is applying for as set forth in Chapter 32, Part II, of the Broward County Administrative Code as amended, and agrees, should the franchise be granted by Broward County, to be legally bound and governed by all such rules, regulations, terms and conditions of the franchise as set forth in Chapter 32, Part II, of the Broward County Administrative Code as amended.

The individual executing this application on behalf of the Applicant, personally warrants that s/he has the full legal authority to execute this application and legally bind the Applicant.

Signature of Applicant's Authorized Representative  Date Signed 12-18-2020

Signature name and title - typed or printed Lynn S. Gueho Manager Corporate Services – North America

Witness Signature (*Required*) 
Witness name-typed or printed NURU UPPALAPATI - VP FINANCE

Witness Signature (*Required*) 
Witness name-typed or printed Emily Broadshaw

If a franchise is granted, all official notices/correspondence should be sent to:
Lynn S. Gueho Manager Corporate Services – North America
Name _____ Title _____
Address 1210 Hillcrest Rd Suite 100 Mobile, AL 36695 Phone (____) 251 461 2785

RANDY J. JAMESON

M: (832)405 6813 | E: randyjameson01@gmail.com | www.linkedin.com/in/randyjameson

Summary

Accomplished international maritime logistics and supply chain executive, leader and strategist who plans and delivers profitable growth. Thrives in an environment where opportunities can be identified to spark positive change. Motivated by challenging situations where advanced business concepts, innovative growth strategies and corporate trade development plans lead to accelerated growth in highly competitive markets.

Skills & Expertise

P&L Ownership | Leadership | Team Building | Coaching | Collaboration | Business Development | Supply Chain Management | Logistics | Maritime Transport | Key Account Management | KPI Management | Competitive Strategy | People Management | Product Management | Commodities | General Cargo | FCL/LCL | Project Management | Sales Leadership | Trade Management | Capacity Planning | Data Analysis | Operations

Professional Experience

[INCHCAPE SHIPPING SERVICES INC.](#) | [Houston, Texas](#)

Oct 2019 – Present

Director | Vice President Commercial – Americas Region

- Working in a matrix structure as a member of the Commercial leadership team, responsible for growing global revenue from the customer base within the Americas Region.
- Member of the Board of Directors and senior leadership team for the Americas Region, responsible for driving commercial strategy, achieving synergies in the business and achieving profitable growth of the business with a strong focus on sales execution existing and new customer opportunities.
- Establishing Inchcape as the recognized partner for Port Agency and Marine Services across the region.
- Supporting business development plans thorough the structured formation of a business pipeline covering lead generation, qualification and proposal stages to obtain commitment and sale.
- Managing commercial team performance.

[PANALPINA Inc.](#) | [Miami Florida](#)

Mar 2018 – Apr 2019

Vice President - Regional Head of Ocean Freight LCL Americas North

- Full P&L responsibility for the LCL product operation with 23 employees
- Delivered GP after profit share of \$10 million (USD) in 12 months.
- Drove Product level business development on top strategic accounts totaling \$8 million (USD) in revenue.
- Designed 4 new trade corridors from the US-Mid West to Asia and Latin America.
- Trained pricing team on all aspects of spot pricing, RFQ planning processes, RFQ proposals, tariff management and contract negotiation.

[WRIST SHIP SUPPLY](#) | [Houston Texas](#)

Oct 2016 – Dec 2017

Regional Vice President – US Gulf

- Full P&L responsibility with 150 employees and 11 local and regional managers across 3 office locations. Annual sales revenue of \$75 million (USD) supplying clients in the Oil & Gas, Tankers, Offshore and Cruise markets.
- Delivered \$25 million (USD) in Gross Profit and decreased annual spend on Cost of Goods Sold by \$3.6 million (USD) and SG&A costs by \$300K (USD).
- Implemented process improvement plans, established KPIs and best practices to improve logistics operations, inventory management and increase productivity, resulting in YOY improved EBITDA of 21%.
- Managed the implementation and deployment of a transformational ERP project reducing customer response times from 48 hours to less than 24 hours.
- Implemented rigorous HSE, OSHA and HAACP compliance across the Gulf region.

[A.P Moller-Maersk Group](#) ([Various Global Locations](#))

Aug 1994 - Feb 2016

[SAFMARINE MPV](#) | [Houston, Texas](#)

(2013 – 2016)

Director Commercial Operations – Multi-Purpose Vessel Division, Americas

- Responsible for P&L activities in the region including development and execution of sales strategy, operational planning, business development and annual sales of \$36 million (USD) in Out of Gauge and Heavy Lift Project Cargo, Oil & Gas and Commodities.

RANDY J. JAMESON

- Delivered 135% growth in cargo volume, and a 111% growth in revenue after revamping commercial strategy and driving improved vessel utilization on head haul and back haul trades.
- Headed strategic negotiations on the West Africa to USA cocoa trade with key commercial contacts, recapturing \$5 million (USD) in revenue.

SAFMARINE CONTAINER LINES | Antwerp, Belgium

(2012 - 2013)

Commercial Director – MPV Division

- Collaborated on a team of 4 to develop the set up and operation of Safmarine MPV as an independent, standalone business within the AP Moller-Maersk Group, including corporate restructuring of the company.
- Developed a three-year standalone carve-out business plan catering to oversize, heavy lift and specialized transport of Oil & Gas and project cargo.
- Redefined corporate MPV sales strategy and 3rd party agent sales engagement around Project Cargo and Oil & Gas to drive volume and revenue growth by 13% in one year, ahead of budgetary expectations.

SAFMARINE CONTAINER LINES | Antwerp, Belgium

(2009 - 2012)

General Manager – Strategy/Business Development

- Initiated and developed of capacity planning and new business development strategies for the West Central Asia trades, delivered \$26 million (USD) growth over 26 months Remodeled commercial growth strategy for Africa trades, delivered a 28% volume increase over 24 months.
- Accelerated the development of strategic plans to market food grade equipment in the Europe-West Africa trade, which delivered a growth of 332% increase in volume (4800 FEU) and \$18 million (USD) in revenue over 18 months.
- Expanded container equipment distribution channels to improve container availability in core trading locations, resulting in a 20% growth in volume.
- Delivered a vessel capacity management system to identify gaps in vessel utilization on core trading corridors and trade lanes which delivered a 27% improvement in asset utilization over 18 months.
- Engineered a new trade corridor covering the LEVANT region, reducing dependence on 3rd party feeder operators, improved product scheduling and on-time performance deliverables at transshipment hubs.

SAFMARINE INDIA PVT LTD. | Mumbai, India

(2007 - 2009)

Country Liner Trade Development Manager

- Full responsibility for trade lane management in the country and \$160 million (USD) in sales revenue. Strategically redesigned trade team to grow volume by 12,700 FEU (23% increase) within 24 months.
- Lead team development and coached workshops on trade management, sales strategy, pricing strategy and budgeting and forecasting. Delivered \$ 60 million (USD) increase in revenue (38% growth) within 24 months.
- Developed and amplified internal capacity management, equipment utilization controls, country pricing tools and sales forecasts to drive performance and dramatically improve results.

SAFMARINE GHANA PVT LTD. | Tema, Ghana

(2004 - 2007)

Country Manager / Regional Director – West Africa - Ghana, Benin, Togo, Niger, Burkina Faso

- Responsible for all commercial development and operational activities in the region, including project, out of gauge and containerized cargo movements generating \$35 million (USD) in sales revenue.
- Accelerated volume growth by 232% and delivered revenue growth of \$82 million (USD) over 3.5 years.
- Initiated sales training program on bulk cargo handling. Amplified break bulk/bulk and project cargo revenue by \$900K USD over 3.5 years in a declining export market.

SAFMARINE BENIN PVT LTD. | Cotonou, Benin

(2002 - 2003)

Owner's Representative – West Africa - Benin, Togo and Niger

- Launched the brand model in the region, including training and development of staff, driving new business development, and maintaining strong relationships with key corporate and country accounts.
- Boosted YOY sales revenue by \$1.8 million (USD) over 12 months on containerized and breakbulk/bulk cargo.
- Transferred sales accountability from 3rd party agent to newly established Safmarine commercial teams.

MAERSK SINGAPORE PVT LTD. | Singapore

(1998 - 2002)

Trans-Pacific Trade Line Manager, South East Asia & Japan

RANDY J. JAMESON

- Responsible for Eastbound commercial trade management from South East Asia and Japan to Canada, the USA, Mexico and Panama, including setting of volume and revenue targets, pricing mandates, market segmentation, and capacity optimization.
- Coordinated strategic pricing on contracted CIF cargo, refrigerated commodities, and oversized project cargo within the ASEAN region to improve market share, eliminate costs, and maximize asset utilization.

MAERSK CANADA INC. – Toronto, Canada

(1994 - 1998)

Senior Account Executive

- Responsible for direct B2B and freight forwarder container sales activities, trade growth and new business development in the Toronto and Eastern Ontario sales territory.
- Developed and cultivated 6 of the country's top 10 dry and refrigerated cargo accounts.

Education & Training

Seneca College

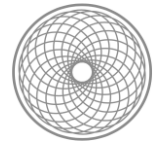
International Business | Toronto, ON CA.

Training

- Maersk - Leadership Skills, NLP (Neuro Linguistic Programming), PSNP (Professional Sales, Negotiation and Presentation Skills), Finance for Non-Financial Managers, MS Office, PowerPoint, Excel.
- Predictive Index (PI)
- Lean Inventory Management Foundations, Six Sigma Principles

UPPALAPATI GURU PRASAD

71 Leah Way
Parsippany, NJ 07054
973.978.3498
badaguru@yahoo.com



PROFESSIONAL SUMMARY

Senior Finance Executive with a CPA and a degree in Economics. Career includes roles as Regional Financial Controller, CFO and Head of Internal Audit in Asia, Africa, Europe and North America. Business knowledge in Container Shipping, Container Terminal Operations, Oil & Supply Services, Drilling and Inland Depots.

Business partner to management teams with a track record of significantly improving revenue and reducing costs in difficult environments globally using data analytics, end-to-end process reviews and gap analysis. Developed risk-based internal audit plans to provide the relevant assurance to the audit committee with minimal resources (globally among the lowest number of internal audit staff in comparison to the revenue). Expertise in reconstructing financials of entities whose financial/operational systems have either broken down or were not properly managed. Known for ability to successfully roll out accounting/finance/audit and compliance functions for new entities from day one. Good team player with a proven ability to hire, mentor and nurture talented staff. Experience in promoting and demonstrating the value of Enterprise Risk Management (ERM). Known for fraud identification and vulnerability assessments which have resulted in significant savings of millions of dollars. Provided guidance for the development of FCPA/OFAC/ EU Sanctioned parties' compliance programs. Ability to quickly identify and prioritize improving controlling environment (SOX related) in key risk areas and eliminate controls which add no value. Experience in reviewing and challenging significant investment proposals in Asia and Africa before being sent to the Board for approval.

PROFESSIONAL EXPERIENCE

INCHCAPE SHIPPING SERVICES MARINE INC., HOUSTON, TX, FEB 2020-
VP FINANCE - AMERICAS

PROMOTER – INDIRA AVENUES AUGUST 2018 – DEC 2019

AP MOLLER MAERSK GROUP, FLORHAM PARK, NJ, 1995 – JULY 2018

AP Moller Maersk is one of the largest container shipping lines (Maersk Line) in the world and 4th largest port/terminal (APMT Terminals) operator in the world; 2017 revenue USD\$31 billion

HEAD OF INTERNAL AUDIT-AMERICAS, 2010 – JULY 2018

- Collaborate with the Global Chief Internal Audit Officer in developing a global risk based internal audit plan. Oversee the quality execution of audits (COSO framework) and SOX reviews in the Americas region for Maersk Line, APM Terminals, Maersk Oil, Maersk Drilling, Sealand and Maersk Supply Services.
- Accountable for the monitoring of all fraud investigations in the Americas region and ownership of all investigations in cases of Senior Management or incidents of high value.

KEY ACCOMPLISHMENTS:

- Conceived a COSO based audit methodology/framework. The framework identified high-risk areas and audit resource utilization was optimized.
- Identified key risks in our global order to cash (USD 18 billion revenue) and purchase to pay processes (USD 12 billion in payments annually), which were outsourced to Global Service Centers. Senior Management were not aware of the magnitude of the issues.
- Recognized issues with the financial reporting and internal controls of acquired Russian companies. The board was made aware of the critical gaps with specific recommendations on how to address the issues.
- Recommended improvements to the IT procurement process (USD 500 million annually), which led to redesign of the procurement approval process. Reduced the friction between the procurement team focused on cost savings and the business IT requirements which were focused on the product/features and future platform.

- Discovered key issues in group compliance with US/EU sanctions and OFAC Foreign controls, and directed implementation of best practices to achieve compliance.
- Identified gaps in the global third-party risk management procedures (FCPA, Anti-corruption, bribery), and partnered with relevant departments to improve compliance.
- Diagnosed significant issues in US Government/Military invoicing (Potential USD 50 million fines) that were brought to the attention of management, which led to the establishment of a dedicated department to minimize the risks of fines and penalties.

HEAD OF INTERNAL AUDIT-NORTH AMERICA, 2004 - 2010

- Originated and implement a risk based internal audit plan to assist Management and the Audit Committee of the Board of Directors to ensure an adequate system of internal controls over financial reporting and compliance with all applicable laws and regulations.

KEY ACCOMPLISHMENTS:

- Incorporated a new Internal Audit Department in North America, and hired and trained the staff.
- Probed fraudulent activities within a trucking company that were identified by using data analytics, resulting in the acceptance of the Internal Audit department by the Senior Business leaders.
- Instituted Data Analytics to identify fraudulent usage of corporate credit card for non-business expenses and duplicate payments by AP team. Identified more than 25 individuals misusing the corporate card and USD 5 million in duplicate payments.
- Spearheaded the Project Velocity team to identify cost savings in inland transport network achieving USD 20 million cost savings.
- Facilitated the successful roll out of the enterprise risk management program in North America.

REGIONAL FINANCIAL CONTROLLER SUB SAHARAN AFRICA, 2000 – 2004

Controlled the accounting and reporting activities for operations across companies in Sub-Saharan Africa. Rolled out financial and accounting activities in new countries and new entities. Lead monthly Balance Sheet, P&L and Cash flow review meetings. Briefed Board about financials and emerging risk and control issues.

- Onboarded, **trained and developed country CFO's**, which were the foundation for a strong financial and accounting control environment, and improved the quality and timeliness of reporting, compliance to local tax regulations, and reduction in frauds.
- Generated reports to track and ensure accurate detention/demurrage invoicing (excess of USD 100 million), resulting in significant increases annually. Managed and settled several legal and tax cases in Sub-Saharan Africa resulting in a reduction of USD 25 million in tax/legal exposure.
- Tax planning and optimization, which resulted in more than USD 30 million in savings annually.
- Contributed to financial investment analysis of several profitable new investments in Sub-Saharan Africa. Worked with the committee to establish and roll-out new organizations for these investments.

CFO EAST AFRICA (KENYA/TANZANIA/UGANDA/SEYCHELLES/RWANDA), 1995 - 1999

- Supervised the preparation of statutory accounts for Maersk Kenya that were not finalized and audited for several years and presented to external auditors. Incorporated new companies and ensured successful opening of new organizations in Tanzania and Uganda.
- Identified several frauds committed by staff resulting in total revamp of the organization in Kenya. Costs were reduced by USD 10 million per year due to prevention of duplicate payment, fraud and third-party cost not being incurred by Maersk Line. Revenue from Detention increased by USD 5 million annually, due to comprehensive invoicing and fraud prevention.
- USD 5 million in additional funds belonging to the Parent Company in Denmark were identified during the clean-up of local books in Kenya and the funds were transferred back.

EDUCATION AND CREDENTIALS

BACHELOR OF ARTS (B.A.) IN ECONOMICS

University of Madras, Loyola College, Chennai, India

CERTIFICATIONS:

UPPALAPATI GURU PRASAD

Page 3

*Chartered Accountant (ACA), India; Ranked 38th All India
Certified Public Accountant (CPA), USA*

VOLUNTEERISM

Worked within the local community to involve residents to get together and participate in raising funds for charitable causes.

ADDITIONAL INFORMATION

Languages: English, Hindi, Telugu, Tamil

Technical Proficiencies: Microsoft Office Suite, SAP, ACL, Auto Audit

Interests: Playing Cricket and watching Football

References available upon request



**Inchcape Shipping Services
Presents:**

**Lynn Gueho
FINANCE MANAGER
U.S. and Canada**

Personal Data:

Lynn is from Mobile, Alabama. She attended the University of South Alabama where she received a B. S. Degree in Accounting. Lynn is married to Jack Gueho. Together they have 4 children and 5 grandchildren.

Memberships:

Treasurer of the St. Francis Street Preservation Foundation - A non-profit organization working to preserve the history and beauty of the former St Francis Street United Methodist Church.
Member of Woodridge Baptist Church.

Work History:

Lynn began working for Southern Steam, Inc. in 1989 in the Corporate Accounting Department. Shortly thereafter Southern Steam was purchased by Inchcape Shipping.

Lynn has progress through many areas of Corporate and Vessel Accounting including positions of:

- Payroll and Benefits Administrator
- Corporate Accountant
- ACE/ATS/ALS Accountant
- Liner Collections Manager
- Treasury Manager
- Cash Manager
- Disbursement Account Manager
- Accounts Payable Manager
- Vessel Accounting Manager

These areas have given Lynn the unique ability to fully understand all aspects of Vessel Accounting as well as Corporate Accounting.

Lynn's current position of Finance Manager – U.S. and Canada will challenge her to combine her past experiences and knowledge to a more rounded practical application.

**State of California
Secretary of State**

**CERTIFICATE OF STATUS
DOMESTIC CORPORATION**

I, DEBRA BOWEN, Secretary of State of the State of California, hereby certify:

That on the **24th day of February 1954, ISS MARINE SERVICES INC.**, became incorporated under the laws of the State of California by filing its Articles of Incorporation in this office; and

That said corporation's corporate powers, rights and privileges are not suspended on the records of this office; and

That according to the records of this office, the said corporation is authorized to exercise all its corporate powers, rights and privileges and is in good legal standing in the State of California; and

That no information is available in this office on the financial condition, business activity or practices of this corporation.

IN WITNESS WHEREOF, I execute this certificate and affix the Great Seal of the State of California this day of May 21, 2008.



Debra Bowen

**DEBRA BOWEN
Secretary of State**

A

Best copy available

288341

FILED

In the office of the Secretary of State
of the State of California

ACTION

FEB 24 1954

of

WILLIAMS, DIMOND & CO.

FRANK W. HOPKIN, Secretary of State

[Signature]
Deputy

First: The name of this corporation is

WILLIAMS, DIMOND & CO.

Purpose:

Second: The purpose for which this corporation is formed are:

- (a) Initially to engage primarily in the business of a steamship terminal operator.
- (b) To carry on and conduct a general commission, steamship, shipping, trading, mercantile and manufacturing business both within and without the State of California, as principals, agents or brokers, including the business of charterers, ship brokers, insurance agents or brokers, merchandising brokers, factors, cargo surveyors, appraisers, freight forwarders, warehousemen, and generally to do any and all things necessary or useful to any of the things in this article enumerated.
- (c) To purchase, rent, lease or charter from others and to otherwise acquire, to construct, own, hold, maintain and operate, to sell, convey, transfer, rent, lease or charter to others, and to otherwise dispose of, to mortgage, pledge, hypothecate or otherwise encumber steamers, ships, vessels, boats, barges, scows, lighters, flatboats, drydocks, marine railways, wharves, docks,

Restriction or right
to amend articles
 Yes

... to purchase, lease or charter from others, or to otherwise acquire, and to own, hold, deal in, sell, convey, transfer, rent, lease or charter to others, and to otherwise dispose of, mortgage, pledge, hypothecate, or otherwise encumber real or personal property, stocks, bonds, mortgages, securities and other evidences of property values or indebtedness either of this corporation or any other corporation, firm, partnership, association, person or other lawful body;

(b) To purchase, lease or charter from others, or to otherwise acquire, and to own, hold, deal in, sell, convey, transfer, rent, lease or charter to others, and to otherwise dispose of, mortgage, pledge, hypothecate, or otherwise encumber real or personal property, stocks, bonds, mortgages, securities and other evidences of property values or indebtedness either of this corporation or any other corporation, firm, partnership, association, person or other lawful body;

(c) To borrow and lend money; to make, execute and deliver notes, bonds, and all other obligations for money borrowed, property purchased, or otherwise acquired by this corporation, lease done, or services performed for this corporation, or any lawful purposes, and to secure the payment of the principal and interest of said notes, bonds or other obligations by mortgage, pledge, hypothecation, deed of trust or otherwise of any or all property owned or which may be acquired by this corporation; and to execute any and all releases, receipts, satisfactions, discharges, or other documents which may be necessary or useful in connection with any of the purposes enumerated herein;

(d) To make or enter into contracts of every sort and kind with any person, firm, association, corporation or municipality, county, state or government;

(e) To buy, sell, own, acquire, hold, operate,

to, to, to, lease, mortgage, hypothecate, pledge and otherwise encumber, the lands, tenements, hereditaments, lands, tenements and other valuable deposits, all wells and machinery, sugar, cotton, rubber or other plantations; to drill for oil, to carry on the business of mining, milling, concentrating, smelting and otherwise treating or preparing for market and otherwise buying, selling, producing and dealing in coal, gold, silver, copper, lead, iron, steel, and in all kinds of metals and minerals and in the products and by-products thereof.

(b) To purchase, own, hold, sell, transfer, assign or otherwise dispose of, mortgage, hypothecate, pledge or otherwise encumber, the goodwill, franchises, easements, rights, privileges and property of all kinds of corporations, associations, partnerships, individuals, or any lawful body; to purchase, apply for, obtain, register, lease and otherwise acquire, and to hold, own, use, introduce, and sell, transfer, assign or otherwise dispose of, mortgage and otherwise encumber licenses, trademarks, trade names, distinctive marks, patents, inventions, improvements and processes; and to transact and carry on any other business, and to exercise any other powers which may be necessary, useful, proper or convenient to be carried out or exercised in connection with any of the foregoing purposes or incident thereto; and generally to carry on and conduct any business that may be lawfully conducted by any natural person.

This corporation from time to time may do any one or more of the acts and things, or carry out any one or more of the purposes herein set forth, and may transact business in

the United States, in any State of the United States, in any Territory or Possession, in any District or Dependencies, collector or territories of the United States and in foreign countries.

The foregoing statement of purposes shall be considered as a statement of both purposes and powers, and the purposes and powers in each clause shall be in no wise limited or restricted by reference to or inference from the terms or provisions of any other clause, but shall be regarded as independent purposes and powers which may be exercised or carried out separately, collectively or in any combination.

Third: The county in the State of California where the principal office for the transaction of the business of this corporation is to be located is the County of Los Angeles.

Fourth: This corporation is authorized to issue two classes of shares of stock to be designated respectively "Preferred" and "Common"; the total number of shares which this corporation shall have authority to issue is thirty thousand (30,000); and the aggregate par value of all shares that are to have a par value shall be Three Hundred Thousand Dollars (\$300,000); the number of Preferred shares that are to have a par value shall be twenty thousand (20,000) and the par value of each share of such class shall be Ten Dollars (\$10.00); and the number of Common shares that are to have a par value shall be ten thousand (10,000) and the par value of each share of such class shall be Ten Dollars (\$10.00).

Fifth: A statement of the preferences, privileges and restrictions granted to or imposed upon the respective classes

of shares of the holder as follows:

(a) The holder of preferred shares shall be entitled to receive out of any funds of this corporation at the time legally available for the declaration of dividends, dividends at the rate of six per cent (6%) per annum of the par value thereof, and no more, payable in cash annually, or at such intervals as the board of directors may from time to time determine, when and as declared by the board of directors. Such dividends shall accrue from the date of issuance of the respective preferred shares and shall accrue from day to day, whether or not earned or declared. Such dividends shall be payable before any dividends shall be declared or paid upon or set apart for the common shares and before the purchase or acquisition of common shares by the corporation, and shall be cumulative, so that if in any year or years dividends upon the outstanding preferred shares at the rate of six per cent (6%) per annum of the par value thereof shall not have been paid thereon or declared and set apart therefor, the amount of the deficiency shall be fully paid or declared and set apart for payment, but without interest, before any distribution, whether by way of dividend or otherwise shall be declared or paid upon, or set apart for, the common shares.

(b) In the event of a voluntary liquidation, dissolution or winding up of this corporation, the holders of preferred shares shall be entitled to receive out of the assets of this corporation, whether such assets are capital or surplus of any nature, an amount equal to one hundred per cent (100%) of the par value of such preferred shares,

and, in addition to such amount, a further amount equal to the dividends earned and accumulated thereon, as provided in (a) of this Article Five, to the date of such distribution, whether earned or declared or not, all of which, before any payment shall be made on any assets distributed to the holders of common shares.

In the event of an involuntary liquidation, dissolution or winding up of this corporation, the holders of the preferred shares shall be entitled to receive, out of the assets of this corporation, whether such assets are capital or surplus of any nature, an amount equal to one hundred per cent (100%) of the par value of such preferred shares and a further amount equal to the dividends unpaid and accumulated thereon as provided in (a) of this Article Five to the date of such distribution, whether earned or declared or not, and no more, before any payment shall be made on any assets distributed to the holders of common shares.

If upon such liquidation, dissolution or winding up, whether voluntary or involuntary, the assets thus distributed among the holders of the preferred shares shall be insufficient to permit the payment to such shareholders of the full preferential amounts aforesaid, then the entire assets of this corporation to be distributed shall be distributed ratably among the holders of preferred shares.

In the event of any liquidation, dissolution or winding up of this corporation, whether voluntary or involuntary, subject to all of the preferential rights of the holders of preferred shares on distribution or otherwise, the holders of common shares shall be entitled to receive, ratably, all remaining assets of this corporation.

The collection of claims of this corporation with or without any other corporation or corporations shall not be deemed to be a liquidation, dissolution or winding up, within the meaning of this clause.

(c) This corporation, at the option of the board of directors may redeem the shares or from time to time may redeem any part of the preferred shares of any dividend date by paying in cash herefor Ten Dollars (\$10.00) per share and, in addition to the aforementioned amount, an amount in cash equal to all dividends on preferred shares unpaid and accumulated as provided in (a) of this Article Five, whether earned or declared or not, to and including the date fixed for redemption, such sum being hereinafter sometimes referred to as the redemption price. In case of the redemption of a part only of the outstanding preferred shares, this corporation shall designate by lot, in such manner as the board of directors may determine, the shares to be redeemed, or shall affect such redemption pro rata. More than all of the preferred shares at any time outstanding may not be redeemed until all dividends accrued and in arrears upon all preferred shares outstanding shall have been paid for all past dividend periods, and until full dividends for the then current dividend period on all preferred shares then outstanding, other than the shares to be redeemed, shall have been paid or declared and the full amount thereof set apart for payment. At least sixty (60) days previous notice by mail, postage prepaid, shall be given to the holders of record of the preferred shares to be redeemed, such notice to be addressed to each such shareholder at his postoffice

address as shown by the records of this corporation. On or after the date fixed for redemption and stated in such notice, each holder of preferred shares called for redemption shall surrender his certificate evidencing such shares to this corporation at the place designated in such notice and shall thereupon be entitled to receive payment of the redemption price. In case less than all the shares represented by any such surrendered certificate are redeemed, a new certificate shall be issued representing the unredeemed shares. If such notice of redemption shall have been duly given, and if on the date fixed for redemption funds necessary for the redemption shall be available therefor, then, notwithstanding that the certificates evidencing any preferred shares so called for redemption shall not have been surrendered, the dividends with respect to the shares so called for redemption shall cease to accrue after the date fixed for redemption and all rights with respect to the shares so called for redemption shall forthwith after such date cease and determine, except only the right of the holders to receive the redemption price without interest upon surrender of their certificates therefor.

If, on or prior to any date fixed for redemption of preferred shares, this corporation deposits with any bank or trust company in the City of Los Angeles, State of California, as a trust fund, a sum sufficient to redeem, on the date fixed for redemption thereof, the shares called for redemption, with irrevocable instructions and authority to the bank or trust company to give the notice of redemption thereof if such notice shall not previously have been given by this corporation, or to complete the giving of

such notice shall thereupon be deemed, as to pay, on and after the date fixed for redemption or prior thereto, the redemption price of the shares to their respective holders upon the surrender of their share certificates, when from and after the date of the deposit (although prior to the date fixed for redemption), the shares so called shall be deemed to be redeemed and dividends on those shares shall cease to accrue after the date fixed for redemption. The deposit shall be deemed to constitute full payment of the shares to their holders and from and after the date of the deposit the shares shall be deemed to be no longer outstanding, and the holders thereof shall cease to be shareholders with respect to such shares, and shall have no rights with respect thereto except the right to receive from the bank or trust company payment of the redemption price of the shares without interest, upon the surrender of their certificates therefor.

Any other moneys deposited by the corporation pursuant to this paragraph and unclaimed at the end of six years from the date fixed for redemption shall be repaid to the corporation upon its request expressed in a resolution of its board of directors.

(d) So long as any of the preferred shares shall be outstanding this corporation shall not, without first obtaining the approval (by vote or written consent, as provided by law), of the holders of at least two-thirds of the total number of preferred shares outstanding:

1. alter or change the rights, preferences or privileges of the preferred shares so as materially

3. To effect the preferred shares as

4. Increase the authorized number of preferred shares; or

5. Create any new class of shares having preferences equal or being on a parity with the preferred shares as to dividends or assets, unless the purpose of creation of such class is, and the proceeds to be derived from the sales and issuance thereof are to be used for the retirement of all preferred shares then outstanding; or

6. Merge or consolidate with any other corporation, except into or with a wholly owned subsidiary corporation; or

7. Sell, convey or otherwise dispose of all or substantially all of the property or business of this corporation; or

8. Incur, assume or guarantee any indebtedness (other than such as may be represented by the obligation to pay rent under leases) maturing more than eighteen (18) months after the date on which it is incurred, assumed, or guaranteed by the corporation, except purchase money obligations, obligations assumed as part of the price of property purchased, or the extension, renewal or refunding of any thereof.

(c) The holders of common shares issued and outstanding, except where otherwise provided by law or by these articles of incorporation, shall have and possess the exclusive right to notice of shareholders' meetings and the exclusive voting rights and powers, and the holders of the preferred shares shall not be entitled to any notice of shareholders' meetings or to vote upon the election of directors or upon any ques-

...shall affect the powers and authority of this corporation, except where such powers or authority are required by law or by these articles of incorporation.

Subject to all of the rights of the preferred shares, dividends may be paid on the common shares, as and when declared by the board of directors, out of any funds of this corporation legally available for the payment of such dividends.

Sixth: The number of directors of this corporation is three (3) and the names and places of those who are appointed for the first year are as follows:

<u>Name</u>	<u>Address</u>
R. F. Holbrook	3904 First Avenue, Lynwood, Calif.
Henry W. Poett, Jr.	250 Hoblar Avenue, San Mateo, Calif.
R. S. McIntyre	67 Locust Avenue, Kentfield, Calif.

IN WITNESS WHEREOF for the purpose of forming this corporation under the laws of the State of California the undersigned, constituting the incorporators of this corporation, being the persons named hereinabove, as the first directors of this corporation, have executed these Articles of Incorporation.

R. F. Holbrook
R. F. Holbrook

Henry W. Poett, Jr.
Henry W. Poett, Jr.

R. S. McIntyre
R. S. McIntyre

STATE OF CALIFORNIA
SANTA CLARA COUNTY - SAN FRANCISCO

On this 17th day of February, 1954, before me,
[Signature], a Notary Public in and for
the City and County and State, residing therein, duly
commissioned and sworn, personally appeared R. P.
WILBROOK, HENRY W. ROBT, JR. and G. H. MacLURE, known to me
to be the persons whose names are subscribed to the fore-
going ARTICLES OF INCORPORATION, and acknowledged to me
that they executed the same.

[Signature]
Notary Public in and for
the City and County of San
Francisco, State of California
My Commission Expires Dec. 31, 1954

C

ENDORSED - FILED
in the office of the Secretary of State
of the State of California

JAN 22 2002

BILL JONES, Secretary of State

CERTIFICATE OF AMENDMENT
TO
ARTICLES OF INCORPORATION
OF
WILLIAMS, DIMOND & CO.

The undersigned certify that:

1. They are the President and Secretary, respectively, of Williams, Dimond & Co., a California corporation.

2. The First Paragraph of the Articles of Incorporation of this corporation is amended to read as follows:

"First: The name of this corporation is ISS Marine Services Inc."

3. The foregoing amendment of the Articles of Incorporation has been duly approved by the Board of Directors.

4. The foregoing amendment of the Articles of Incorporation has been duly approved by the required vote of shareholders in accordance with Section 902, California Corporation Code. The total number of common shares outstanding of the corporation is 92,000. The number of shares voting in favor of the amendment equaled or exceeded the vote required. The percentage vote required was more than 50%.

We further declare under penalty of perjury under the laws of the State of California that the matters set forth in this certificate are true and correct of our own knowledge.

DATE: January 18, 2002

SIMON DOUGHTY, PRESIDENT

CRAIG NELSON, SECRETARY



**WRITTEN CONSENT IN LIEU OF MEETING
OF THE BOARD OF DIRECTORS OF
ISS MARINE SERVICES INC.
(Formerly "Williams, Dimond & Co., Inc.")**

The undersigned, constituting the sole current member of the Board of Directors of ISS Marine Services Inc. (the "Company"), do hereby adopt the following resolutions by unanimous written consent in lieu of a meeting, as authorized by the Company's Bylaws, evidenced by the signature of the undersigned hereto.

WHEREAS, Peter Pallas's current health precludes him engaging in the affairs of the Company and serving as an officer and director of the Company at the present time; and

RESOLVED, that Elaine Dearmon is hereby appointed to serve as a vice president and as a director of the Company, serving at the pleasure of the Company's shareholder or shareholders; and

RESOLVED, that effective immediately, Lars Westerberg is hereby appointed to serve as a director of the Company, serving at the pleasure of the Company's shareholder or shareholders; and

RESOLVED, that the Bylaws of the Company attached hereto and incorporated herein by reference are hereby approved and adopted for use by the Company.

The Secretary of the Company shall cause a copy of this Written Consent to be filed in the Company's minute book and corporate records.

WITNESS the signature of the undersigned.



Craig Nelson

March 3, 2006

State of Florida

Department of State

I certify from the records of this office that ISS MARINE SERVICES INC. is a California corporation authorized to transact business in the State of Florida, qualified on May 28, 2002.

The document number of this corporation is F02000002761.

I further certify that said corporation has paid all fees due this office through December 31, 2020, that its most recent annual report/uniform business report was filed on July 8, 2020, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Eighth day of July, 2020*



Ronald R. DeSantis
Secretary of State

Tracking Number: 2028286529CC

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>



December 10, 2020

To: Broward County Port Everglades
Business Administration Division
1850 Eller Drive, Suite 603
Ft Lauderdale, FL 33316

Attn: Angela Osorno Belieme

Please be advised that ISS Marine Services, Inc. operating as Inchcape Shipping Services, has appointed Mr. Randy J. Jameson as Vice President – Commercial Americas on October 7, 2019, and Mr. Guru Uppalapati as Vice President – Finance Americas on October 17, 2020, in place of the previous officer Mr. Thomas Damsgaard. His effective last day with the company was April 14, 2020.

A handwritten signature in blue ink, appearing to read "Lynn S. Gueho", is written in a cursive style.

Lynn S. Gueho
Manager Corporate Services – North America

Lynn.Gueho@iss-shipping.com

T + 251 461 2785

F + 251 461 2714

www.iss-shipping.com

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ICHCAPE SHIPPING SERVICES

Filing Information

Registration Number G07008700137
Status ACTIVE
Filed Date 01/08/2007
Expiration Date 12/31/2022
Current Owners 1
County MULTIPLE
Total Pages 3
Events Filed 2
FEI/EIN Number 95-1783520

Mailing Address

11 WATER STREET
SUITE 9290
MOBILE, AL 36602

Owner Information

ISS MARINE SERVICES, INC.
11 WATER ST SUITE 9290
MOBILE, AL 36602
FEI/EIN Number: 95-1783520
Document Number: F02000002761

Document Images

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Mailing Address

1503 OUTH U HWY 301 UITE 12
TAMPA, F 33619

Owner Information

I MARI E ERVICE I C.
11 WATER TREET, UITE 9290
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Status ACTIVE
Filed Date 01/09/2007
Expiration Date 12/31/2022
Current Owners 1
County MU TIP E
Total Pages 3
Events Filed 2
FEI/EIN Number 95-1783520

Mailing Address

11 . WATER STREET
SUITE 9290
MOBILE, AL 36602

Owner Information

ISS MARINE SERVICES I C.
11 . WATER STREET STE 9290
MOBILE, AL 36602
FEI/EIN Number: 95-1783520
Document Number: F02000002761

Document Images

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Submi

Employee Id	Last Name	First Name	Employment Type	Hire Date	Current Date	No. of years	Gender	Job Title	Employee Status Description
31933	Williams	Jonathan	RFT	10/26/1998	2/5/2021	22	Male	Business Implementation Mgr Americas	Active
33409	Foster	Glenn	RFT	10/1/2001	2/5/2021	19	Male	GM of Operations-NA	Active
33723	Hubbard	Justin T	RFT	4/14/2008	2/5/2021	12	Male	Marine Serv Mgr-atlantic Northeast	Active
34247	Emmerich	Johnny	RFT	5/20/2019	2/5/2021	1	Male	OPERATIONS MANAGER	Active
34271	Hirschel	Miles	RFT	9/30/2019	2/5/2021	1	Male	operations Manager	Active

UNITED STATES DISTRICT COURT
FOR THE DISTRICT OF COLUMBIA

UNITED STATES OF AMERICA <i>ex rel.</i>)	
NOAH RUDOLPH, <i>et al.</i> ,)	
)	
Plaintiffs,)	
)	
v.)	Civil Action No. 10-1109 (RBW)
)	
INCHCAPE SHIPPING SERVICES)	
HOLDINGS LIMITED, <i>et al.</i> ,)	
)	
Defendants.)	

JOINT STIPULATION OF DISMISSAL

By and through their undersigned counsel and pursuant to Federal Rule of Civil Procedure 41(A)(1)(a)(ii), the United States of America, Relators, and Defendants jointly and respectfully submit this stipulation of dismissal. Pursuant to the Settlement Agreement entered into by the parties and effective May 25, 2018, the parties stipulate to dismiss this case as follows:

1. The United States and Relators dismiss at this time without prejudice all claims in this case (except for Relators' claims for attorneys' fees and costs, which are addressed in paragraph 2), which dismissal shall become a dismissal with prejudice after full payment of the Settlement Amount by Defendants as contemplated by the Settlement Agreement;
2. Relators dismiss at this time all of their claims for attorneys' fees and costs in this action with prejudice; and
3. Except as expressly provided in the Settlement Agreement, each party shall bear its own costs, expenses, and attorneys' fees.

Respectfully submitted,

VOGEL, SLADE & GOLDSTEIN, LLP

By: /s/
JANET L. GOLDSTEIN,
D.C. Bar #444861
1718 Connecticut Ave., NW, 7th Floor
Washington, DC 20009
(202) 537-5900
jgoldstein@vsg-law.com

KATZ, MARSHALL & BANKS LLP

By: /s/
DEBRA S. KATZ, D.C. Bar #411861
1718 Connecticut Ave., NW, 6th Floor
Washington, DC 20009
(202) 299-1140
katz@kmblegal.com

Counsel for Relators

ARNOLD & PORTER LLP

By: /s/
CRAIG A. HOLMAN, D.C. Bar #447852
KIRK OGROSKY, D.C. Bar #459386
MURAD HUSSAIN, D.C. Bar #999278
SONIA TABRIZ, D.C. Bar. #1025020
601 Massachusetts Avenue, NW
Washington, DC 20001

Counsel for Defendants

Dated: June 8, 2018

CHAD A. READLER
Acting Assistant Attorney General

JESSIE K. LIU, D.C. Bar #472845
United States Attorney

DANIEL F. VAN HORN, D.C. Bar #924092
Chief, Civil Division, U.S. Attorney’s Office

By: /s/
BRIAN P. HUDAK
Assistant United States Attorney
555 Fourth Street, NW
Washington, DC 20530
(202) 252-2549

MICHAEL D. GRANSTON
MICHAL TINGLE, D.C. Bar #421587
ROBERT E. CHANDLER
Attorneys, Commercial Litigation Branch
Civil Division, Department of Justice
P.O. Box 261 Ben Franklin Station
Washington, D.C. 20044
(202) 514-4678

Counsel for the United States of America



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
03/31/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Willis Towers Watson Southeast, Inc. fka Willis of Alabama, Inc. c/o 26 Century Blvd P.O. Box 305191 Nashville, TN 372305191 USA	CONTACT NAME: Willis Towers Watson Certificate Center	
	PHONE (A/C, No, Ext): 1-877-945-7378	FAX (A/C, No): 1-888-467-2378
E-MAIL ADDRESS: certificates@willis.com		
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A: Zurich American Insurance Company		16535
INSURER B: National Liability & Fire Insurance Company		20052
INSURER C: Great American Insurance Company of New York		22136
INSURER D: Great American Insurance Company		16691
INSURER E: American Longshore Mutual Association		B8149
INSURER F: Republic-Vanguard Insurance Company		40479

COVERAGES **CERTIFICATE NUMBER:** W16043798 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:			GL00105826805	03/31/2020	03/31/2021	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 250,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
B	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			73APS093111	03/31/2020	03/31/2021	COMBINED SINGLE LIMIT (Ea accident) \$ 1,500,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N No	N/A	WC425711905	03/31/2020	03/31/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	Workers Comp & Employer's Liability - ME & NJ o Per Statute			WC425713505	03/31/2020	03/31/2021	Each Accident: \$1,000,000 Disease-Policy Limit: \$1,000,000 Disease-Ea. Employee: \$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 General Liability policy includes Blanket Additional Insureds and Blanket Waiver of Subrogation as required by written contract.

 Workers Compensation Policy Includes blanket waiver of subrogation as required by written contract and allowed by State statute.
 SEE ATTACHED

CERTIFICATE HOLDER Broward County 1850 Eller Drive Fort Lauderdale, FL 33316	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE

AGENCY CUSTOMER ID: _____
LOC #: _____



ADDITIONAL REMARKS SCHEDULE

Page 2 of 2

AGENCY Willis Towers Watson Southeast, Inc. fka Willis of Alabama, Inc.		NAMED INSURED ISS Marine Services Inc. d/b/a Inchcape Shipping Services Attn Brit Mellon 1210 Hillcrest Road, Ste 100 Mobile, AL 366953943	
POLICY NUMBER See Page 1		EFFECTIVE DATE: See Page 1	
CARRIER See Page 1	NAIC CODE See Page 1		

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: 25 FORM TITLE: Certificate of Liability Insurance

Additional Insured includes Broward County with respect to General Liability as required by written contract.

INSURER AFFORDING COVERAGE: American Longshore Mutual Association NAIC#: B8149
POLICY NUMBER: ALMA00456-07 EFF DATE: 03/31/2020 EXP DATE: 03/31/2021

TYPE OF INSURANCE:	LIMIT DESCRIPTION:	LIMIT AMOUNT:
USL&H and	E.L. Each Accident:	\$1,000,000
Employers Liability	E.L. Disease-Pol Lmt:	\$1,000,000
Per Statute	EL Disease-Ea. Empl.:	\$1,000,000

INSURER AFFORDING COVERAGE: Republic-Vanguard Insurance Company NAIC#: 40479
POLICY NUMBER: CNO629018300 EFF DATE: 03/31/2020 EXP DATE: 03/31/2021

TYPE OF INSURANCE:	LIMIT DESCRIPTION:	LIMIT AMOUNT:
Hired & Non Owned Auto	Hired & Non Owned Aut	\$1,000,000

Group Income Statement By Entity

ISS Marine Services, Inc., December 2019,

in USD

for 100 Percent Ownership in Constant Rate

Scale: Full Values

AllStreams

		Actual
		2019
		YTD December 2019
010000	Revenue - Agency Fee	-8,820,455
010005	Revenue - Extra Fees	-4,659,655
PLINCFEE	Core Revenue	-13,480,110
030000	Discounts / Commissions	-2,304,080
PLINCMRG	Discounts / Commissions / Rebates	-2,304,080
050005XX01	Vessel Recoveries - Labour	-8,200
050005XX02	Vessel Recoveries - Communication	-34,316
050005XX04	Vessel Recoveries - Bank Charges	-575
050005XX05	Vessel Recoveries - Courier / Postage	-278,574
050005XX06	Vessel Recoveries - Other	3,795
PLINCREC	Vessel Recoveries	-317,869
090000XX02	Sundry Income (no Unit of Business)	-1,728,331
PLINCOTH	Other Income	-1,728,331
100000	Cost of Revenue - Sub Agents Costs/Fees	137,058
PLINCCOR	Cost of Revenue - Agency	137,058
MA100	Revenue (Statutory)	-17,693,332
110000	Cost of Revenue - Agency Fees	110,789
PLCOIFEE	Cost of Core Revenue	110,789
MA200	Cost of Revenue	110,789
PLNETGRP	Gross Profit	-17,582,543
200000	Employees Basic Salary	11,767,931
200015	Bonus - Local - Statutory	116,784
200016XX01	Innovation Fund / Employee Awards	2,405
200020	Holiday Pay	7,033
200025	Employees Overtime	1,076,177

		Actual
		2019
		YTD December 2019
200040	Staff Transport Allowance	302,933
210000	Temporary Staff	117,909
225010	Pension Contributions - DC	275,450
220000	Employers Social Security / Insurance	1,102,302
230000	Other Staff Benefits	51,445
230005	Staff Medical Expenses	1,431,457
230050	Staff Vehicle / company car benefits	65,637
240000	Training Costs	16,300
240000XX01	Quality Program Costs	-
345070	Recruitment Costs	64,071
250000XX01	Recovery - Staff Costs	-1,544
245000	Redundancy Costs	36,728
A100	Staff Costs	16,433,016
315000	Property - Rent Costs	-
315000XX01	Property - Lease Costs	958,134
315010	Property - Service Charges	70,400
315015	Property - Utilities, Water, Elect, Air Conditioning Charge	148,334
315050	Property - Repairs & Maintenance	10,794
315060	Property - Cleaning	36,447
315070	Property - Security	1,135
315075	Property - Storage	71,464
315080	Property - Other Costs	25,988
C100	Property Costs	1,322,697
320005	Telephone Costs - Landline	103,088
320025	Telephone Costs - Mobile	256,956
320030	Internet Related Costs	90,815
320065	Other Communications Costs	59,607
320065XX01	Communication Expenses	-
320065XX02	Remote Communications	10,432
320075	Communication Equip Repairs & Maint	-
320077	Communication Equipment	615
D100	Communication Expenses	521,514
325000	IT Charges	136
325045	Facilities Management	3,093
325005	IT Hardware Repairs & Maintenance	175
325005XX02	Software Maintenance	7,261
325025XX01	IT Consumables	65,183
325050	Non-capitalised Software licences	257
325050XX01	Software costs	5,114

		Actual
		2019
		YTD December 2019
E100	IT Costs	81,219
335005	Motor Vehicle Expenses - Fuel	1,847
335010	Motor Vehicle Expenses - Repairs	5,072
335015	Motor Vehicle Expenses - Licences	16,692
335030	Motor Vehicle Expenses - Other	412,346
F100	Motor Vehicle Costs	435,956
340001	Air Travel	197,640
34001XX02	Travel and Accommodation	-
340004	Land Transport - Hire car	17,850
340010XX01	Land Transport - Taxis	10,153
340010XX02	Land Transport - Train	362
340026	Accommodation	129,028
340027	Food & Beverages	39,016
340041	Entertainment - Allowable	130,374
340080	Other Travel Costs	49,133
G100	Travel & Entertaining	573,555
345000	Legal Fees - Allowable	-
345000XX01	Legal Fees	46,568
345022	Statutory/Half Year Audit Fees	6,266
345025	Other Professional Fees - Allowable	90,544
345025XX02	Concessions to Principals	10,791
345025XX03	Regulatory Filing Fees	2,695
345040	Subscriptions - Trade	25,523
345050	Licence Fees	45,560
345065	Group Auditor Fees - non audit services	1,166
H100	Legal, Professional & Audit	229,113
350005	Insurance Cost - Local	416,065
H150	Insurance Costs	416,065
355000	Marketing Costs	12,290
355005	Advertising & Promotion	20,917
355010	Trade Fair / Conference	96,761
355015	Business Development	79
355040	Customer Gifts	531
I100	Marketing - Advertising & Promotion	130,578
365000	Bank Charges	103,023
365005	Local Bank Guarantee Fees	536

		Actual
		2019
		YTD December 2019
J100	Bank Charges	103,559
360005	Printing	-
360005XX01	Postage, Stationery, Courier & Photocopying	207
360010	Stationery	87,523
360010XX01	Photocopying Supplies	296
360020	Office Equipment Lease Expenses	-129,645
360025	Office Equipment Repairs and Maintenance	31,017
360030	Postage	10,092
360030XX01	Postage Machine Rent	2,200
360055	Courier	228,204
360060	Periodicals / Newspapers / Subscriptions	145
360060XX01	Subscriptions - Other	80,499
360065	Non-capitalised Office fixtures, fittings & equipment	384
K100	Office Expenses	310,922
M100	Launch Costs	-
375000	Sundry Costs	51,992
375000XX03	Boarding Agent Expenses - not recovered	-
375010	Refreshments / Pantry Running Expenses	33,254
375020	Charitable Donations	11,728
375045	Fines / Penalties	31,026
P150	Sundry Costs	128,001
370005	Provision for Bad Debts - Global	-359,525
R100	Bad Debts	-359,525
410000	Realised trading exchange losses	3,484
S100	Exchange (Gains)/Losses	3,484
490000	Other P&L Items	-
T100	Other Operating Items	-
380000	Gen Mgmt Exps Allocation - Local Cost	-53,626
U100	GMO Allocation	-53,626
390000	Recovery - Property Costs	-42,300
V100	Recoveries - Overheads	-42,300
MB100		20,234,229

		Actual
		2019
		YTD December 2019
PLTRADEP	Trading Profit	2,651,686
PLEBITDAER	PLEBITDA (Excl. Regional Allocations)	2,651,686
PLEBITDA	EBITDA	2,651,686
415000	Depreciation - Motor Vehicles - Owned	-
3602	Depreciation - Vehicles - Owned	-
415010	Depreciation - Office Equipment - Owned	55,290
415015	Depreciation - Fixtures & Fittings - Owned	26,487
3603	Depreciation - Fixtures, Fittings & Equipment - Owned	81,776
415020	Depreciation - IT Hardware	60,176
415025	Depreciation - IT Software	481
3604	Depreciation - IT - Owned	60,658
415030	Depreciation - Freehold Land	-
415035	Depreciation - Freehold Buildings	7,604
3605	Depreciation - Land & Buildings	7,604
MB110	Depreciation	150,038
425000	(Profit) / Loss on Disposal of Owned Fixed Assets	-16,600
T110	Profit / (Loss) on Sale of Owned Assets	-16,600
PLEBIT	EBIT	2,785,124
475000	Intra-Company - Group Fees	-474,300
475001	Intra Company - Group Other Fees	82,426
475002	Intra Company - Group Hub Fees	-563,712
PLCGC	Corporate Group Costs	-955,586
PLOPPROF	Operating Profit	1,829,538
420015	Interest Income - Other	-53,161
T125	Interest Income	-53,161
FININC	Finance Income	-53,161
430015	Interest Expense - Other	-

		Actual
		2019
		YTD December 2019
430025	Interest Expense - Group	541,837
430100	Exchange Differences - Below EBIT	1,448
Z125	Interest Expense	543,285
PLTOTINT	Net Finance Expense / Income	490,124
PLHDPROF	Headline Profit	2,319,662
470000	Exceptional (Profit) / Loss	-
470000XX06	Exceptional Items - Other	545,000
MC120	Exceptional Items	545,000
PLPLBTAX	(Profit)/Loss Before Tax	2,864,662
460000	Tax Expense Corporate Income Tax - Current Year	446,774
460005	Tax Expense Corporate Income Tax - Prior Years	4,782
405000	Tax Expense non Corporate Income Tax - Current Year	42,298
MC130	Taxation	493,854
PLPLATAX	(Profit)/Loss After Tax	3,358,516
PLPLSHA	Shareholders (Profit)/Loss	3,358,516
PLUNPRLS	Unappropriated (Profit) / Loss	3,358,516

Note:

Financial Statement represents all the operations in all US ports.

Section L

List four (4) credit references for the Applicant, one of which must be a bank. Use this format:

Name of Reference	Wells Fargo Bank N.A
Nature of Business	Banking
Contact Name	Fallon Sposato
Title	BANK OFFICER
Legal Business Street Address	420 Montgomery Street
City, State, Zip Code	San Francisco, CA 94104
Phone Number	843-727-1074

Name of Reference	Juvo Technologies
Nature of Business	Communication
Contact Name	Matthew Lewellyn
Title	Officer
Legal Business Street Address	P.O. Box 1937
City, State, Zip Code	Hattiesburg, MS 39403-1937
Phone Number	601-544-4845

Name of Reference	Model Grocery LLC
Nature of Business	Surety Land
Contact Name	Charlotte Stocks
Title	Officer
Legal Business Street Address	5909 Airport Blvd
City, State, Zip Code	Mobile, AL 36608
Phone Number	251-583-3486

Name of Reference	Willis of Alabama Inc
Nature of Business	Insurance
Contact Name	Theresa Gilbertsen
Title	Officer
Legal Business Street Address	11 N. Water Street Suite 19290
City, State, Zip Code	Mobile, AL 36602
Phone Number	251-544-0262



RECEIVED BY
COUNTY CLERK'S DEPT.
BUSINESS ADMINISTRATION
2015 JAN -8 PM 2: 18

Wells Fargo Bank, N.A.
U.S. Trade Services
Standby Letters of Credit
401 Linden Street, 1st Floor
MAC D4004-017,
Winston-Salem, NC 27101
Phone: 1(800) 776-3862 Option 2
E-Mail: sble-new@wellsfargo.com

Irrevocable Standby Letter Of Credit

Number: IS0264618U
Issue Date: January 7, 2015

BENEFICIARY	APPLICANT
BROWARD COUNTY, BOARD OF COMMISSIONERS PORT EVERGLADES 1850 ELLER DRIVE PORT EVERGLADES, FLORIDA 33315	ISS MARINE SERVICES INC. 11 N WATER STREET SUITE 9290 MOBILE, ALABAMA 36602

LETTER OF CREDIT ISSUE AMOUNT USD 50,000.00 EXPIRY DATE NOVEMBER 5, 2015

LADIES AND GENTLEMEN:

WE HEREBY OPEN OUR IRREVOCABLE STANDBY LETTER OF CREDIT IN YOUR FAVOR FOR THE ACCOUNT OF THE ABOVE REFERENCED APPLICANT IN THE AGGREGATE AMOUNT OF FIFTY THOUSAND AND 00/100'S UNITED STATES DOLLARS (U.S. \$50,000.00) WHICH IS AVAILABLE BY PAYMENT UPON PRESENTATION OF THE FOLLOWING DOCUMENTS:

1. A DRAFT DRAWN ON US AT SIGHT MARKED "DRAWN UNDER WELLS FARGO BANK, N.A. STANDBY LETTER OF CREDIT NO. IS0264618U."
2. THE ORIGINAL LETTER OF CREDIT AND ANY AMENDMENTS ATTACHED THERETO.
3. A DATED STATEMENT ISSUED ON THE LETTERHEAD OF THE BENEFICIARY AND PURPORTEDLY SIGNED BY AN AUTHORIZED REPRESENTATIVE STATING: ISS MARINE SERVICES INC. DID NOT PAY FOR ALL LOSS, COSTS, EXPENSES, DAMAGES OR INJURY, WHICH IT MAY IN ANY MANNER SUSTAIN BY REASON OF THE FAILURE OF THE PRINCIPAL TO PAY UPON RECEIPT OF ALL INVOICES, STATEMENTS AND BILLS THAT HAVE BEEN ACCRUED AS A RESULT OF DOCKAGE, WHARFAGE, WATER SALES, STORAGE, RENTALS, WAREHOUSING, PASSENGER WHARFAGE, TRACK RENTALS, STEAMSHIP LINE RENT, TRUCKS AND ELECTRIC CURRENT AND ANY AND ALL OTHER CHARGES HAVING BEEN FURNISHED TO ANY BOAT, SHIP, OFFICE, STORAGE PLACE OR WAREHOUSE PURSUANT TO THE REQUEST OF THE PRINCIPAL OR HIS AGENTS, TO BROWARD COUNTY, ITS SUCCESSORS AND ASSIGNS, AGENTS OR EMPLOYEES, OR PERSONS IN CONTRACTUAL RELATIONSHIP THERETO. WE THEREFORE DEMAND PAYMENT IN THE AMOUNT OF (INSERT AMOUNT) AS SAME IS DUE AND OWING.

IT IS A CONDITION OF THIS LETTER OF CREDIT THAT IT SHALL BE DEEMED AUTOMATICALLY EXTENDED WITHOUT WRITTEN AMENDMENT FOR ONE YEAR PERIODS FROM THE PRESENT OR ANY FUTURE EXPIRY DATE UNLESS AT LEAST SIXTY (60) DAYS PRIOR TO SUCH EXPIRATION DATE, WE SEND THE BENEFICIARY NOTICE AT THE ABOVE STATED ADDRESS BY OVERNIGHT COURIER THAT WE ELECT NOT TO EXTEND THIS

Together we'll go far





LETTER OF CREDIT BEYOND THE INITIAL OR ANY EXTENDED EXPIRY DATE HEREOF.

THIS IRREVOCABLE LETTER OF CREDIT SETS FORTH IN FULL THE TERMS OF OUR UNDERTAKING. THIS UNDERTAKING IS INDEPENDENT OF AND SHALL NOT IN ANY WAY BE MODIFIED, AMENDED, AMPLIFIED, OR INCORPORATED BY REFERENCE TO ANY DOCUMENT, CONTRACT, OR AGREEMENT REFERENCED HEREIN.

WE HEREBY AGREE WITH YOU THAT DRAFT(S) DRAWN UNDER AND IN COMPLIANCE WITH THE TERMS AND CONDITIONS OF THIS CREDIT SHALL BE DULY HONORED IF PRESENTED TOGETHER WITH DOCUMENT(S) AS SPECIFIED ABOVE AT OUR OFFICE LOCATED AT 401 LINDEN STREET, MAIL CODE D4004-017, WINSTON-SALEM, NC 27101, ATTENTION: STANDBY LETTER OF CREDIT DEPT. ON OR BEFORE THE ABOVE STATED EXPIRY DATE, OR ANY EXTENDED EXPIRY DATE IF APPLICABLE.

EXCEPT AS OTHERWISE EXPRESSLY STATED HEREIN, THIS LETTER OF CREDIT IS SUBJECT TO THE INTERNATIONAL STANDBY PRACTICES 1998, INTERNATIONAL CHAMBER OF COMMERCE PUBLICATION NO. 590 ("ISP98").

Very Truly Yours,

WELLS FARGO BANK, N.A.

By: 
Authorized Signature

The original of the Letter of Credit contains an embossed seal over the Authorized Signature.

Please direct any written correspondence or inquiries regarding this Letter of Credit, always quoting our reference number, to **Wells Fargo Bank, National Association**, Attn: U.S. Standby Trade Services

at either 794 Davis Street, 2nd Floor
MAC A0283-023,
San Leandro, CA 94577-6922

or 401 Linden Street, 1st Floor
MAC D4004-017,
Winston-Salem, NC 27101

Phone inquiries regarding this credit should be directed to our Standby Customer Connection Professionals
1-800-798-2815 Option 1 (Hours of Operation: 8:00 a.m. PT to 5:00 p.m. PT) 1-800-776-3862 Option 2 (Hours of Operation: 8:00 a.m. EST to 5:30 p.m. EST)



BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT

115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000

VALID OCTOBER 1, 2020 THROUGH SEPTEMBER 30, 2021

DBA: ISS MARINE SERVICES INC
Business Name:

Receipt #: 329-239390
Business Type: ALL OTHERS (SHIPPING AGENT)

Owner Name: BRITHZIA MELLON
Business Location: 1800 SE 10 AVE STE 220
FT LAUDERDALE
Business Phone: 251-461-2700

Business Opened: 05/11/2002
State/County/Cert/Reg:
Exemption Code:

Rooms **Seats** **Employees** **Machines** **Professionals**
2

For Vending Business Only						
Number of Machines:			Vending Type:			
Tax Amount	Transfer Fee	NSF Fee	Penalty	Prior Years	Collection Cost	Total Paid
33.00	0.00	0.00	8.25	0.00	25.00	66.25

THIS RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS

**THIS BECOMES A TAX RECEIPT
WHEN VALIDATED**

This tax is levied for the privilege of doing business within Broward County and is non-regulatory in nature. You must meet all County and/or Municipality planning and zoning requirements. This Business Tax Receipt must be transferred when the business is sold, business name has changed or you have moved the business location. This receipt does not indicate that the business is legal or that it is in compliance with State or local laws and regulations.

Mailing Address:

ISS MARINE SERVICES INC
11 N WATER ST STE 9290
MOBILE, AL 36602

Receipt # WWW-20-00160520
Paid 02/05/2021 66.25

2020 - 2021

BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT

115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000

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Paid 02/05/2021 66.25



Safety Management System: Global Health & Safety Manual SMS 300-000

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SECTION 1 Health & Safety Policies & Management Systems

1.1 Purpose

This Global Health and Safety Manual details the Inchcape Shipping Services policies and systems for the management of occupational health and safety. It has been written to meet the requirements of OHSAS 18001 and has the following purposes:

- To establish and maintain an effective health and safety management system (SMS) covering the implementation of our health and safety policies;
- To demonstrate to employees and third parties, our commitment to complying with all applicable health and safety legislative and regulatory requirements, and to improve our health and safety performance;
- To identify and provide a guide to the policies, procedures and instructions, which assist in educating our staff in the health and safety system structure and requirements;
- To provide a reference document for all staff as we all have an influence on our health and safety performance;
- To ensure that we safeguard our staff, customers, vendors and third parties in relation to any activity undertaken by the company, globally;
- To assist in the training of staff; and
- To provide auditors with an understanding of the system, to assist them in the audit process.

1.2 Scope

The scope of the Health and Safety Management System encompasses all the activities carried out by the Company world-wide. This includes, but is not limited, to:

- The company's premises;
- Work activities carried out at customers' and third parties' premises;
- Driving to and from customers' and third parties' premises, on company business;
- Attending training at supplier's premises;
- Working at home using Company equipment;
- Attending Company organised seminars at company or third parties premises;
- Conducting Inchcape Shipping Services business off Inchcape Shipping Services company premises;
- How we execute our duty of care to our own staff as well as customers, vendors and third parties.

1.3 National Health & Safety Legislation

Inchcape Shipping Services carries out work throughout the world in nearly 70 countries. This brings with it challenges in relation to communications and regional variations in legislation, language and culture. Within ISS, looking after our people is central to our values, and because of this Inchcape Shipping Services has based its health and safety management system on the requirements of UK health and safety legislation, as this is generally associated with best practice.

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Where the legislation in a particular country or our customer's safety standards is identified as a higher standard than specified in UK legislation, Inchcape Shipping Services will put in place additional controls to meet these requirements.

Where the legislation in a given country is not as stringent as the UK, Inchcape Shipping Services will still strive to follow the requirements of its health and safety system, as Inchcape Shipping Services considers this to be best practice.

Inchcape Shipping Services will consider and address, at the time of tender and during contract delivery, the regional health and safety legislation and customer's requirements. Inchcape Shipping Services will ensure that legal health and safety registers are developed, at tender stage, to ensure that the requirements of the local legislation are understood and adequate resources are identified and allowed for in the tender.

1.4 Definitions & Abbreviations

1.3.1 The following terms are used in this document

- **Occupational Health & Safety Management System** The documents that the Company uses to globally manage the health and safety of the business.
- **Company** Inchcape Shipping Services Group companies as a Group or as individual entities.
- **Staff** The people carrying out work on behalf of the Company, this includes temporary staff and Partner Company's staff.
- **Business** The activities carried out by Inchcape Shipping Services to achieve the commercial objectives of the Company.
- **Partner Company** This includes sub-agents and other suppliers involved with servicing Inchcape Shipping Services customer's needs.

1.3.2 The following abbreviations are used in this document:

- **ALARP** As Low As Reasonably Practicable
- **COSHH** Control of substances hazardous to health
- **DSE** Display screen equipment
- **ISS** Inchcape Shipping Services
- **SSOW** Safe Systems of Work
- **SMS** Occupational Health & Safety Management System
- **WRA** Workplace risk assessment
- **ILO** International Labour Office
- **HSE** The health and safety enforcement body in the UK – Health and Safety Executive

1.3.3 References

- **ILO-OSH 2001** Guidelines on occupational safety and health management systems
- **ILO-Code of Practice** Safety and health in ports
- **ILO-Code of Practice** Accident prevention on board ship at sea and in port

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- **OHSAS 18001:2007** Occupational health and safety management systems – Requirements
- **OHSAS 18002:2008** Occupational health and safety management systems – Guidelines for the implementation of OHSAS 18001:2007

1.4.4 Safety signage

The signage shown in this document is based on UK signage, it is recognised that there may be regional variation to the signage displayed in other countries. Therefore, please ensure you familiarise yourself with the signage in the region you are working in.

1.5 Introduction

1.5.1 Inchcape Shipping Services History

The early development of Inchcape Shipping Services mirrors the early development of the Inchcape Group which traces its origins back to 1847 when two Scotsmen met in Calcutta. William Mackinnon and Robert Mackenzie, two merchants from Campbeltown, formed a general merchanting partnership, Mackinnon Mackenzie & Company (MMC).

Realising the benefits of combining trading with ocean transport, the business expanded and diversified. In 1856, Mackinnon at age 34, founded the Calcutta & Burmah Steam Navigation Company (C&B) and secured from the East India Company the contract for carrying the mails between Calcutta and Rangoon. Further, he incorporated the company in London with a capital of £35,000, of which MMC invested £7,000, becoming agents for the new shipping line.

Inchcape Shipping Services now operates globally from over 300 offices across almost 70 countries. For ease of reference and simplicity the Inchcape Shipping Services network has been organised into the following 9 clusters: Middle East, Japan & NE Russia, Asia, Australasia, North Europe, South Europe, North America, South America, Africa & South Asia.

1.5.2 Inchcape Shipping Services Mission, Vision, Values and Brand Attributes

Mission

To use technology and global network to help our partners connect to a smoother, smarter ocean.

Vision

A connected world, in which our customers trade successfully and make better decisions in every port, everywhere.

Values

Our brand values are what we stand for and believe in, they act as our guiding principles and set the standard for how our brand should behave in the world.

- Global Perspective: We connect the world and see the bigger picture
- The Power of People: We rely on the strength of local agents knowledge & relationships
- Progress: We adopt new thinking and push for positive change in our industry.

Brand Attributes

Our Brand Attributes are the key reason to believe in our brand, they are our foundation from which everything else is built upon.

- Expertise: A position built upon 170 years of experience
- Global Leadership: A superior service, whenever it's needed
- Future Focused: Integrated technology and smart end to end solutions

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1.5.3 Global Health and Safety Manual

Inchcape Shipping Services is committed to the health, safety and welfare of all its staff, visitors and contractors.

This manual is designed to help Inchcape Shipping Services staff understand the requirements of the Inchcape Shipping Services Global Health and Safety Policy. By reading and understanding this manual you will be contributing towards achieving and maintaining standards in a positive health & safety culture. We all have a responsibility to co-operate with management, our customers and our colleagues, to carry out duties in a safe and proper manner and to adhere to all health and safety instructions.

Where you see dangerous activities being undertaken by colleagues, or customers' staff, you have a duty to stop them and where you are competent, advise them on the controls to be used when carrying out that activity.

If you have any observations or concerns in regard to health and safety, or information contained within this manual then please refer the matter directly to the Vice President Strategic Sourcing and QHSSE.

With your commitment and co-operation, health and safety can be managed effectively to the benefit of our staff, customers and third parties who may be affected by our undertakings.

The objective of this documented health and safety management system is to enable us to define our health and safety arrangements, communicate these arrangements and facilitate a safe and healthy working environment for those involved and affected by our undertakings.

1.6 Occupational Health and Safety Management System

1.6.1 General

Inchcape Shipping Services has implemented an occupational health and safety management system to meet the requirements of OHSAS 18001: 2007. This provides a systematic approach to the implementation of health and safety and assists us in controlling health and safety risks and improving our performance in this area.

The Inchcape Shipping Services health and safety management system is based on the requirements of UK legislation and the associated Approved Codes of Practice. Whilst Inchcape Shipping Services considers this to be best practice world-wide, there may be regional variances and in some cases these may be more stringent than defined in the Inchcape Shipping Services health and safety management system, therefore, it is important to ensure where this is identified that local safe systems are put in place to ensure compliance with the local legislation.

This section describes how the health and safety management system operates with particular reference to OHSAS 18001: 2007. As an aid to clarity the same headings are used in this manual as are used in the standard, although they may not be in the same order. As with the Standard we strive for continuous improvement so it is intended that this system is dynamic and regularly reviewed.

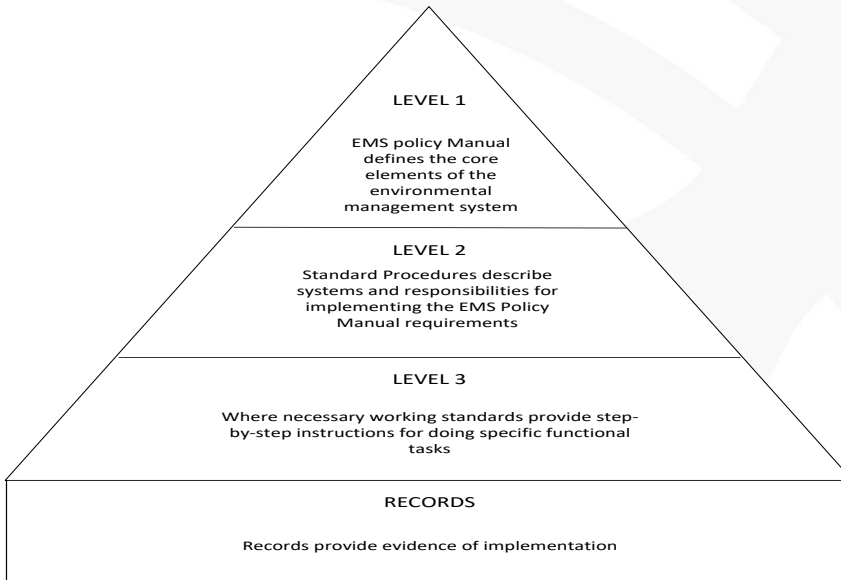
1.6.2 Documents

The documents within the system are regularly reviewed and when necessary improved to meet the needs of our business and consist of three levels and records.

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1.6.3 Control & Distribution

The controlled copies of this manual and health and safety procedures are kept on the QHSSE SharePoint. Copies that are printed are uncontrolled and not subject to updating.

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1.7 Global Health & Safety Policy

Inchcape Shipping Services is recognised as the world's leading marine services provider. Through its proprietary network of 250 plus offices employing over 3,500 people across 66 territories, Inchcape provides its customers with an unparalleled Global resource delivered locally and tailored to each customer's individual needs.

As a leading global shipping company, Inchcape has a strong commitment to the prevention of pollution, the safeguarding of the environment and public health whilst carrying out our operational activities.

The Directors, Executive Management Team and Employees are committed to an effective environmental management system (based on ISO 14001: 2015 standard) that will help Inchcape accomplish its strategic business objectives.

To that end, Inchcape Shipping Services shall:

- Commit to the prevention of pollution, reduction of waste, the reduction of consumable resources, and the promotion of recycling.
- Commit to comply with all applicable current legislation and other environmental requirements to which the company subscribes.
- Commit to promote environmental sustainability to our suppliers and sub-contractors.
- Strive to continually improve the environmental management through setting and reviewing environmental objectives and targets.
- Communicate all pertinent environmental issues and their environmental responsibilities to employees.
- Make the environmental programme an integral part of current and changing business strategies.

Implementing and communicating this policy and making it available to our customers and all other interested parties in response to requests and enquiries are primary management objectives.

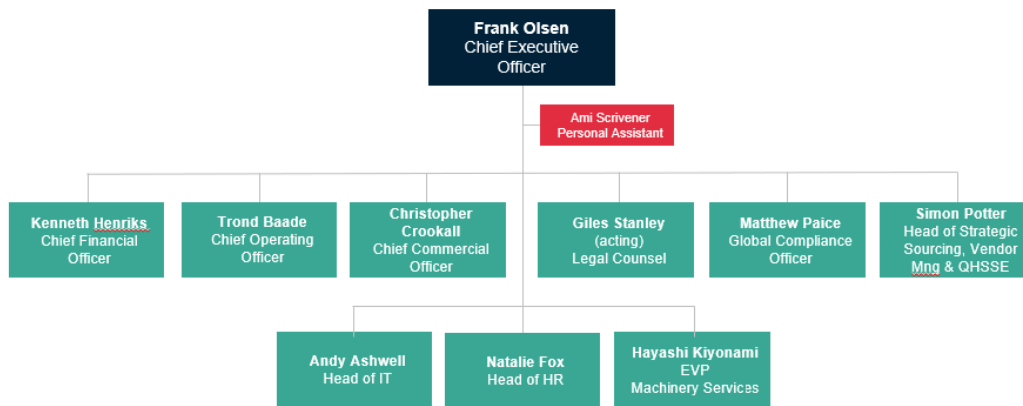
Frank Olsen
Chief Operating Officer

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1.8 Organisational Structure



1.9 Organisational Responsibilities

1.9.1 Operational Responsibilities

This section defines the responsibilities of personnel in relation to QHSSE issues.

1.9.2 Chief Operating Officer

The Chief Operating Officer is responsible for setting and delivering the overall strategy for the business which includes the environmental policy and objectives for the company.

1.9.3 Vice President – Marine Services

The Vice President – Marine Services is responsible for setting and delivering the operational strategy for the business which includes the environmental policy and objectives for the company.

1.9.4 Chief Financial Officer

The Chief Financial Officer is responsible for ensuring that adequate funds and cash is available to satisfy the projected growth of the Company, and also for the delivery of the environmental policy and objectives.

1.9.5 Vice President - Strategic Sourcing and QHSSE

The Vice President Strategic Sourcing and QHSSE is responsible for managing and updating the environmental management system and keeping the Board of Directors up to date with the business duties in relation to environment.

1.9.6 Vice President – IT

The Vice President IT is responsible for ensuring that the technology used by the business is suitable to deliver the Board of Directors objectives for the business, including environmental support and reporting.

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1.9.7 Staff & Partner Company's Staff responsibilities

Every staff member and Partner Company's staff member working on behalf of Inchcape Shipping Services has a responsibility to ensure they follow the Inchcape Shipping Services global quality, health and safety and environmental policies, procedures and work instructions, to highlight any deficiencies found and suggest improvements to ensure that best practices are consistently applied.

Staff and Partner Companies have a duty to:

- Take reasonable care of their own health and safety and the health and safety of other people who might be affected by their works.
- Observe safety rules at all times and co-operate with the company and colleagues in matters of health and safety.
- Not intentionally or recklessly misuse anything provided in the interests of health, safety or welfare;
- Report accidents and dangerous occurrences via the incident report form to incident@iss-shipping.com
- Always use equipment provided in the interests of health and safety.
- Follow health and safety instructions and report anything considered a significant danger.
- Report shortcomings in the protection arrangements for health and safety to line management.

Where Inchcape Shipping Services have staff or partners working within a customer's business on an agency-type agreement, the staff member/associate will work in accordance with the customer's quality, safety and environmental system and local arrangements. Inchcape Shipping Services will, however, keep regular contact with the staff member / associate to ensure their overall welfare.

It is the responsible attitude, together with the training and experience of the people who use the quality and health and safety systems, which ultimately determine its effectiveness.

1.9.8 Visitors to Inchcape Shipping Services premises

Visitors to Inchcape Shipping Services premises, including members of the public, are the responsibility of the staff member being visited. Visitors must be made aware of the specific site arrangements and emergency evacuation procedures.

Visitors must comply with health and safety rules and procedures.

1.10 Planning

1.10.1 General

It is essential that suitable and sufficient planning for health and safety is carried out to minimise the risks associated with our operations. This will ensure that the management system is effective in delivering a safe working environment for the company, staff and people affected by our undertakings.

The planning phase includes identifying the Management System requirements, setting performance criteria, defining what is to be done, who is responsible for doing it, and defining the desired outcome.

1.10.2 Health and safety hazards

Workplace risk assessment (WRA) procedures have been prepared, which are used for hazard identification, risk assessment and the selection of suitable control measures. There are procedures and risk assessments covering the following types of activities:

- Risk Assessments – general

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- Control of Substances Hazardous to Health (COSHH)
- Display Screen Equipment (DSE)
- Workplace Fire
- First Aid.

The aim of undertaking workplace risk assessments is to reduce the risks to people, caused by work-related activities, to as low as reasonably practicable (ALARP), thereby minimising, and where practicable, eliminating illness or injury to staff and other people affected by our undertakings. They also reduce damage to equipment, plant, buildings and the environment, and operational down time and costs.

It is the responsibility of the company's staff to identify where risk assessments are required and to arrange for risk assessments to be carried out, prior to commencing work.

Examples of where risk assessments are to be carried out and recorded are:

- Work activities undertaken that involve significant hazards.
- When using Display Screen Equipment (DSE).
- When undertaking manual handling tasks.
- When using substances hazardous to health (COSHH).
- Where Young Persons are undertaking work activities.
- Where staff members or Partner Company's staff are working on their own (lone working).
- Where there is potential for the person carrying out work to become stressed.
- Where women of child bearing age are working and during a woman's pregnancy.
- When installing, using or maintaining machinery.
- At premises for safe environment, fire prevention and evacuation, safe access and egress, etc.
- Where staff work from home using company equipment.

1.10.3 Safe Systems of Work (SSoW)

Where appropriate, the work will be carried out using a documented safe system of work (SSoW). It is the responsibility of the Line Manager involved to make sure a suitable safe system of work is produced and communicated to the staff undertaking the activity.

1.10.4 Legal and other requirements

The company maintains procedures and records that identify the current health and safety legislation that relates to the company's operations.

1.10.5 Invitations to tender (ITTs)

It is imperative that the business adequately plans for managing health and safety.

It is important at the tender stage to consider what the hazards associated with managing the project / contract are, and to identify the costs to implement and maintain the suitable control measures that will be required for the contract.

1.10.6 Health and safety objectives

The health and safety objectives are in two tiers. The top tier, which is identified here, gives the overall objectives for the Company on an ongoing basis.

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The second tier is more specific and will be adjusted by inputs from the safety performance reviews and Safety Improvement Programmes.

The Chief Operating Officer has the overall responsibility for ensuring the health and safety objectives are achieved, however, other staff will be appointed to undertake specific health and safety improvement tasks during review meetings and when undertaking safety improvement programmes.

Top Tier Objectives

The company is committed to providing a safe work environment for our staff, customers and third parties who may be affected by our undertakings. Because of this we have visible health and safety objectives that we are striving to achieve, these objectives are as follows:

- To comply with all health and safety legislation.
- To eliminate work-induced illnesses and injuries to our staff, by:
 - Developing an effective and efficient health and safety management system that is understood and adhered to by staff.
 - Ensuring staff are educated and competent for the work activities they carry out and understand the principles of working safely, hazard identification and the implementation of suitable control measures, including safe systems of work.
 - Creating a positive health and safety culture that actively searches for safer ways of carrying out work activities and is self-policing, i.e. colleagues will challenge one another if they see them carrying out unsafe acts.

1.11 Implementation and Operation

1.11.1 Training, awareness and competence

Training, awareness and competency of staff is critical to the success of any organisation, therefore, the company invests in our staff to ensure they are able to carry out their duties in a safe and proper manner. The company has a specific training policy and procedures that allow us to fulfil our obligations for all our undertakings. All staff will need to complete the mandatory HSSE training and other non-mandatory HSSE training should be planned and completed every year. Furthermore, managers and supervisors must take an extra module of online training provided via our in house Inchcape Shipping Services Marine Academy (IMA) through the Learning Management System (LMS).

1.11.2 Consultation and communication

It is essential that staff are informed and involved in the decision making activities where their health and safety can be affected by our undertakings.

Where appropriate, we will establish a health and safety committee to regularly help communication and consultation and to review and reduce the risk to health and safety from our activities.

We have specific procedures relating to consulting and communicating with our staff on matters relating to health and safety and the environment.

1.11.3 Documentation

The company has suitable procedures for controlling the issue of documents, to ensure their status is known and they are updated to reflect any changes in the company's activities.

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1.11.4 Operational control

The activities carried out by Inchcape Shipping Services are very diverse and range from low risk activities, such as office work, through to high risk activities, such as working in a container yard or in a remote or inherently dangerous environment.

We have produced a suite of procedures for health and safety that facilitate the reduction of risk when carrying out work activities to ensure the health and safety risks are minimised to our staff, customers and other people affected by our undertakings.

1.11.5 Emergency preparedness and response

We review our activities to establish where we need to develop and maintain plans, procedures and safe systems of work. These plans are regularly reviewed and updated to suit the needs of the business. Where appropriate, we undertake emergency exercises to test their suitability in an emergency.

1.12 Checking and Corrective Action

1.12.1 Performance measurement and monitoring

We recognise the value of performance measurement and management, not just in health and safety matters, but in all the critical areas of our business. Because of this we undertake regular inspections of our work areas and review the effectiveness of our safe systems of work.

1.12.2 Accidents, incidents, non-conformances and corrective and preventive actions

We have procedures to cover the actions to be taken in the event of accidents, incidents, and non-conformances and how to implement corrective and preventive actions.

1.12.3 Records and record management

To demonstrate compliance with the health and safety management system, and the extent to which the health and safety objectives and targets have been met, a system for the collection, identification, storage and maintenance of health and safety management records is in place.

Included within the overall records are appropriate supplier information, audit reports, management reviews, training records, the statutes and regulations registers, safety improvement initiatives, corrective actions, incident reports and inspection reports.

Records are stored in a suitable location, which prevents them from deterioration and allows for them to be easily retrieved.

The QHSSE SharePoint is used to facilitate the storage and retrieval of the QHSSE documents, forms and records. QHSSE SharePoint is accessible by all staff and it serves as the Document Management System for all QHSSE related topics.

1.12.4 Audit

We have an audit procedure, which defines the method of planning, preparing for and auditing the occupational health and safety management system.

The frequency of the audits are decided on a risk-based approach, therefore, higher risk activities are audited more frequently than low risk ones.

Besides auditing our offices, we also plan and perform vendor HSSE audits, based upon risk, to ensure they comply with our requirements and standards.

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Audits are carried out by suitably qualified auditors, or local staff who have the necessary experience.

1.13 Management Review

We have a Management Review procedure, which encompasses quality, environment and health and safety review.

Management reviews are carried out at least once every 12 months, or sooner if the need arises. The policies, objectives, and health and safety performance are reviewed and, where necessary, revisions to policies and objectives are introduced.

Minutes of the management reviews are produced and circulated to relevant staff.

Given the complexity of the Group; Management Reviews may also be conducted at the following levels:

- Business Stream by the COO
- Regionally by the Regional Vice President
- Entity by the relevant COO, Managing Director or other senior executive and
- At country level by the Country General Manager.

Results and actions from these Management Reviews will be shared with the Senior Management

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SECTION 2 General Precautions & Guidance

2.1 Fire Safety

2.1.1 Fire action information

During an initial visit to a sight and as part of the induction process all staff or visitors are to be made aware of the fire exits, the designated assembly point and the evacuation procedure during your induction. Fire Action signs are displayed in your workplace that will identify the route by which to leave the building and where the assembly point is located.

2.1.2 What you must do if you discover a fire

You should leave the building via the nearest exit, raising the alarm on the way out, and proceed to your assembly point, by going in the direction of the running man on the type of signs below. A designated person shall telephone the Fire Services and inform them of the fire. Do not try to extinguish the fire, unless you have been trained, suitable firefighting equipment is available, and it is safe to do so. The location of firefighting equipment should be pointed out to you during induction.



Running man (go right)



Running man (go straight on)



Running man (go left)

2.1.3 Evacuation procedure

When the alarm is raised:

- Proceed to your assembly point via the nearest exit.
- Do not stop to collect personal belongings.
- Do not re-enter the building unless instructed to do so.
- Do not wander off once evacuated, stay for roll call and further instruction.
- If you have a visitor you must ensure that the visitor goes with you to the evacuation point. If you lose your visitor, inform the fire warden or fire brigade immediately. Do not attempt to re-enter the building to look for them.



Once the incident has been dealt with and the building made safe, the Fire Service will give the 'all clear' to the Fire Wardens who will allow staff and visitors to re-enter the premises.

2.1.4 Fire precautions and prevention

- Ensure Fire Exits are kept clear, visible and free from obstruction. **Never** wedge open fire doors designed to stop the spread of fire and smoke.
- It is a legal requirement that nobody smokes within an enclosed public place or workplace, because of this the company has a no



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smoking policy in all of its buildings, with smoking only being allowed in designated areas outside the premises.





- Don't allow sources of fuel to build up in your workplace [empty boxes, paper, oil, etc.].
- Keep heat sources and combustible materials apart.
- Always store flammable liquids in a fire proof store or locker [paints, solvents, etc.].

2.1.5 Fire extinguishers

- Firefighting is only to be attempted by trained personnel, when it is safe to do so, and under no circumstances should the safety of individuals be compromised.
- There must be adequate extinguisher appliances in each office / location, which are sited in conspicuous locations on escape routes and where practical, mounted on wall brackets.
- You must ensure that you know the location of their nearest fire extinguisher.
- Extinguishers must only be removed from their designated position in an emergency.
- Extinguishers need to be checked regularly to ensure they have not been discharged and are subjected to an annual service, with the records of the checks and servicing documented and maintained.



Fire Extinguisher Chart

Extinguisher		Types of Fire				
Colour	Type	Paper, wood, and textiles	Flammable liquids	Flammable gases	Electrical hazards	Cooking oils & fats
	Water	✓	✗	✗	✗	✗
	Foam	✓	✓	✗	✗	✗
	Dry Powder	✓	✓	✓	✓	✗
	Carbon Dioxide	✗	✓	✗	✓	✗

In Europe new Fire Extinguishers have a red body with a coloured band indicating the type of extinguishing medium, as above. In other parts of the world the colour of the fire extinguisher in relation to its contents may vary and you will need to familiarise yourself with those colours to ensure you use the right extinguisher.

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2.2 First Aid

2.2.1 First Aid purpose & provisions

- The purpose of First Aid is:
- To preserve life.
- To limit the effects of the condition.
- To promote early recovery.



Inchcape Shipping Services premises have suitable First Aid facilities and sufficient numbers of trained First Aiders who are appointed by management. The number of First Aiders is dependent on the findings of the First Aid risk assessments undertaken at the premises.

Your Line Manager should make you aware of the locations of the First Aid facilities and who the First Aiders are. There are also first aid signs displayed at the premises which identify the First Aider, the Appointed Person, locations of First Aid Kits and where the records are kept.

2.2.2 Obtaining First Aid

If you are unwell or injured at work you should contact the nearest trained First Aider by the quickest means available. Your Line Manager should also be informed of the incident, as soon as you are able to do so. All accidents and injuries must be reported via the incident report form to incidents@iss-shipping.com

2.2.3 If you witness an accident:

- Assess the situation and injury, are there any risks to the casualty or others, can the dangers be removed safely?
- Contact the nearest First Aider, the details of whom should be clearly displayed at the site.
- Provide help and assistance if necessary and try to establish if there are witnesses, to help in identifying possible causes of the accident if the casualty is unconscious.
- Contact Paramedics, if necessary.
- Contact Next of Kin, if necessary
- Enter details into the First Aid Book and ensure the Line Manager completes the incident report form and sends it to incident@iss-shipping.com

2.3 Bomb or Risk of Explosion

2.3.1 On discovering a suspicious package:

- Never ignore it.
- Do not touch, interfere with, or move the item.
- Calmly move away and alert other staff members including your Line Manager.
- Inform the Police and await further instruction.
 - Advise other staff to clear the immediate area and arrange to keep others away.
 - Depending on the instructions from the police you may be advised to evacuate the building, if so:
 - Listen carefully to any instructions being given
 - Leave the area following the emergency evacuation procedure
 - Act positively and do not panic

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- If safe, Fire Wardens will do their usual checks and report to the Emergency Services at the assembly point. Staff must not re-enter the building unless the “all clear” has been given.
- Assess whether the assembly point is safe.

2.3.2 Telephone Threats & Hoax Calls

If you receive a bomb threat via telephone do not panic and do not hang up. Information you can gain about the bomb threat will assist in preserving life as well as assisting investigators. Therefore, if you receive a telephone bomb threat you should adopt the following procedure:

- Let the caller finish speaking without interruption.
- Record the message exactly as given (if possible get it repeated).
- If the caller is prepared to carry on with the conversation, encourage them to do so and try to ascertain;
 - Where the device is located?
 - What does it look like?
 - What time is it set to go off?
 - When & how was it placed?
 - Why it has been placed?
 - Are there any code words?
- Listen for clues to the following:
 - The callers age and sex
 - Any peculiarities of speech (accents etc.).
 - Callers’ location (traffic, voices, machinery etc.).

On completion of the call, contact your Line Manager immediately.

The Police should always be called if a bomb threat is made and they shall advise Management if they consider the call to be a hoax or if the evacuation procedure should be instigated.

2.4 Safe Office Practices

2.4.1 General Guidance

To ensure the safety of you and your colleagues, you should:

- Keep passages, floors and work areas clean and tidy.
- Not run on our premises, or our customer’s premises.
- Always watch where you are going.
- Maintain safe systems of storage.
- Always shut filing cabinets and cupboard doors after use.
- Never obstruct or place flammable material in gangways, stairs, doors or fire exit routes.
- Always mop up spills immediately to prevent people slipping on them.
- Ensure cables and leads are positioned so as not to create a trip hazard.
- Be careful when carrying or making hot drinks.
- Ensure prompt disposal of waste materials.
- Ensure fridges, microwaves and vending machines are kept clean.
- Switch off, label up and report any electrical equipment that appears to be unsafe.
- Report lights that are not working.
- Not behave in a manner, which could cause danger to yourself or others.

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2.5 Electrical Safety

2.5.1 Electrical Equipment & Electrical Safety

Electricity is probably the most widely used source of energy in the world and it is used in virtually all workplaces to power a diverse range of equipment and process.

If properly used, electricity is a safe and efficient source of energy but if used in an unsafe manner or allowed to get out of control i.e. equipment that is inadequately installed or poorly maintained, electricity can pose a number of risks to people and property (including electric shock, electrical burns and electrical fires and death).

In order to eliminate the risks of electricity the following practices should be adopted:

- Management must nominate a suitably qualified person to monitor electrical safety.
- When electrical equipment is not in use, it should be turned off.
- Electrical maintenance work must only be carried out by qualified personnel.
- Any defective electrical items must be taken out of service immediately.
- Where possible, the use of any temporary wiring should be avoided.
- All electrical control cabinets must be kept locked and only accessed by authorised persons.

2.5.2 Portable Electrical Equipment

Equipment that has a lead (cable) and plug and which is normally moved around or can be easily moved from place to place i.e. laptop computers, vacuum cleaners, kettles, fans and TVs and also equipment that could be moved, i.e. photocopiers, faxes and computers should be visually checked by staff who use them. Formal portable appliance testing (PAT) shall be undertaken by a competent person.

The leads or plugs, or sometimes the equipment itself, can become damaged. Continuing to use the equipment may result in someone getting an electric shock and it also has the potential to cause a fire. Therefore, always withdraw from use and mark up all defective equipment.

Things you should look for before and whilst using the equipment:

- Damaged wires, plugs or casings of the equipment.
- Bare or loose wires.
- Overheating (burn marks or staining).
- Exposure to liquid, dust or dirt.

Note: Never take a plug apart unless trained and authorised to do so

All electrical risks should be reported to your line manager, the equipment must be disconnected and a warning sign (informing people not to use the equipment) placed on the equipment and the equipment taken out of use.

Electrical equipment shall only be repaired by a competent person.

2.6 Manual Handling

2.6.1 Manual Handling Operations

A major risk to health & safety at work arises from Manual Handling operations. Accidents involving manual handling account for more than a quarter of all reported accidents each year. The term “Manual Handling” is not restricted to lifting. It also encompasses any pushing, pulling, carrying, supporting or moving of a load.

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There are a number of important steps to follow whenever moving or carrying a load:

- Check the object – is it safe to carry? If the object is too heavy, unusual in shape, or there are sharp edges, **STOP** and get help.
- Consider using mechanical assistance e.g. sack trucks or trolleys.
- Ask a colleague to help you.
- Make sure you can see where you are going and be aware of uneven floor surfaces.
- Avoid stooping, twisting or stretching.

2.6.2 Safe Lifting Techniques

Where Manual Handling cannot be avoided, a good lifting technique must be adopted;



1. Get a firm grip

Decide before lifting how to hold the object. Grasp it firmly not just by the fingertips. Do not change your grip while lifting.

2. Stand close to the load

Feet spread to shoulder width for greater stability.

3. Bend your knees

Maintain your back's natural line, don't kneel or bend the knees fully as this reduces leg power.

4. Hold the load close to your body

Shoulders and hips should face in the same direction. Feet should point in the direction of the move.

5. Lift with your legs not your back

Raise your head and shoulders first, using your legs to push your body up slowly in a smooth action.

2.6.3 Lifting Equipment

Lifting equipment is defined as 'work equipment for lifting or lowering loads' and includes cranes, lifts, hoists, mobile elevated work platforms and forklift trucks. In all instances the safety of the equipment can be affected by the operating conditions, workplace hazards and the operator.

Lifting Equipment should be:

- Used only by competent and authorised persons.
- Inspected visually at the beginning of each day and any defects reported immediately to supervisors and / or maintenance.
- Used in a safe manner.
- Examined at least annually by a competent authority.

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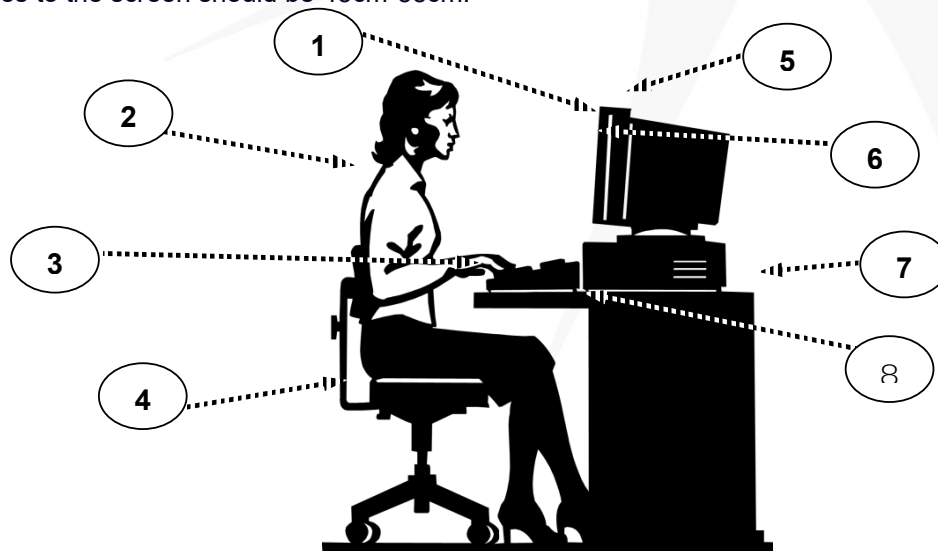
2.7 Display Screen Equipment (DSE)

2.7.1 Safe Use of Display Screen Equipment

DSE consists of a visual display unit (i.e. monitor, screen etc.) and a workstation (i.e. desk, keyboard, mouse etc.) and in itself does not cause a health problem, but if it is used unsafely or poorly designed this is when health issues can occur.

1. Screen Positioning

The screen should be able to tilt and swivel, allowing the user to avoid glare or reflections, whilst adopting a natural posture for reading the screen. If you require a document holder please ensure that it is at the same distance as the screen to minimise head & eye movement. The correct viewing distance from the eyes to the screen should be 45cm-55cm.



2. Posture

You should be sat upright with the small of your back fully supported, arms and legs at 90°. Eyes should be level with the top of the VDU casing. Your feet should be flat on the floor or on a footrest.

3. Keyboard & Mouse

The keyboard should ideally be separate from the display unit, and should be clean, legible and adjustable. There should be about 5cm in front of the keyboard to rest wrists between periods of keying. The mouse should be as close to the keyboard as possible in order to minimise hand and arm movement.

4. Chair

The chair should have an adjustable backrest/height and tilt and a five-point base. Ensure the backrest comfortably supports the small of your back. Be aware that armrests fitted to the chair may prevent the chair from being pulled close to the desk and could impede a correct keying posture. If so, ask for these to be removed.

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5. Reflections & Glare

Every effort should be made to reduce reflections & glare. If you have any points of glare or reflection and you are not sure where they are coming from, switch your display unit off and you can identify the glare source.

6. Screen Display

Each unit should have adjustable brightness & contrast in order to meet lighting conditions in the office.

7. Work Surface

The height of the work surface should allow a comfortable position for the arms & wrists when using a keyboard. It should be large enough, should you need to change tasks, to have sufficient space to carry out these tasks.

8. Working Space

Prolonged sitting in a static position can be harmful. There should be enough room under the workstation for the person to change posture, when needed.

9. Work Breaks

Work breaks do not necessarily have to be formal rest breaks, they can be changes in activity such as visiting the fax or photocopier, completing paperwork etc. This has to be done to control the potential physical and psychological risks. Remember:

- Breaks should be taken before the onset of fatigue.
- Short frequent breaks are more beneficial than occasional longer breaks.
- Work should be organised so there is a mix between screen and non-screen activity.

2.7.2 Display screen equipment (DSE) assessments

All staff using display screen equipment shall have a DSE assessment undertaken on their workstation and given an explanation as to how the workstation is adjusted to suit them. A DSE assessment form is sent out to all staff to complete at regular intervals; when there is a significant change to the workstation layout; and when equipment is changed.

2.7.3 Office ergonomics

Consideration shall be given to the general ergonomics of an individual's workstation, including seating arrangements, foot rests, lighting and general layout of the work area.

2.7.4 Laptops

Laptops are becoming increasingly common in offices and do bring additional risks. Increased usage of laptops leads to an upsurge of muscular-skeletal symptoms, which may mean neck ache, shoulder strain and backache. Here are some steps to improve your laptop ergonomics:

- Elevate the laptop screen level and place the laptop on a firm surface at the correct height for keying.
- Attach a separate mouse and keyboard, wherever possible.
- Take regular rest breaks.
- Don't overload your laptop bag; distribute the weight as evenly as possible.
- A laptop should only be used when a desktop PC is not available.

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Where a laptop is used on a regular basis, in one location, a separate mouse and keyboard will be attached to the laptop and properly adjusted for the person using it.

2.7.5 Eye Care Provisions

DSE users are entitled to an appropriate eye examination and eyesight test, once one is requested by the user. Inchcape Shipping Services will reimburse the cost of the eye test. Normally the eye test is provided every two years, but this can be more frequent if the user is experiencing visual difficulties which may be attributed to DSE work.

If as a result of the test, the user is required to purchase spectacles or modifications solely for DSE use the user is entitled to re-imbursement by the company for up to the figure in the procurement manual. Information on the eye-care scheme is available from your Manager.

2.8 Machinery & Work Equipment

You must only use machinery in the workplace after receiving full training and being competent in its use. There are several points you must remember whilst operating any machinery:

- Ensure the correct safeguards are in place and the machine is stable.
- Ensure you know how to **STOP** the machine before starting it.
- Make sure the area around the machinery is clean, tidy and free from obstruction.
- You must tell your supervisor at once if you think the machine is not working properly or any of the guards or safety devices are faulty.
- You must wear the appropriate protective clothing, glasses and footwear as identified in the risk assessment for the use of the equipment.

DO NOT under any circumstances

- Use a machine that you are not trained and competent to use.
- Clean a machine in motion – switch it off, isolate it from the power source, and if possible, lock it off.
- Use a machine or appliance that has a DO NOT USE sign or tag attached to it.
- Wear dangling chains, loose clothing, gloves, rings, or have long hair, which could get caught up in moving parts of the machine.
- Distract people who are using machinery.
- Tamper with, or remove guards, interlocks or safety devices from a machine for the purpose of speeding up production or for convenience and ease of access.

2.9 Welding and Cutting

2.9.1 Welding and cutting general

Welding and cutting is classed as hot works and this work will be managed under a permit-to-work system. The permit-to-work will identify the requirement for carrying out welding in that given location and may require the use of fire watchers and fire extinguishers.

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All welding equipment must be maintained and used as per the manufacturer’s recommendations and guidance.

Only trained and experienced persons are allowed to set-up and operate welding equipment.

2.9.2 Gas welding

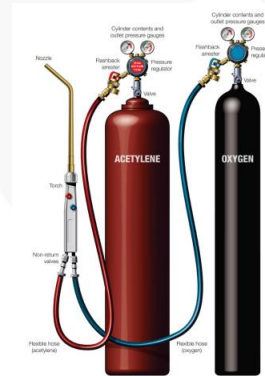
Gas welding involves the use of gas bottles to contain the gas for the heat source.

Gas bottles must be stored in a well-ventilated location, out of direct sunlight and secured in an upright position to prevent the gas bottle/s from falling and damaging the valves or the gas bottle neck.

Valves, hoses and the blow torch must be examined before use and any damage or faults reported immediately.

Oil and grease must not be used on the fittings used for gas bottles as they can cause an explosion when under pressure.

When welding certain metals, or metals that are galvanised fumes can be given off that may be harmful to health, therefore, a COSHH assessment must be carried out before use.



2.9.3 Electric welding

Electric welding equipment can cause electrocution if not properly maintained or used in wet conditions.

The welding process creates a high intensity electric arc that can damage a person’s eye if exposed to the arc; therefore, electric arc welding should always be carried out behind welding screens to prevent exposure to persons not involved with the welding process. During the welding process fumes are given off that can be hazardous to health, therefore a suitable COSHH assessment must be carried out before use and adequate controls implemented to mitigate the risks.



2.10 Working in Confined Spaces

2.10.1 Confined space working general

No person will be allowed to work in a confined space unless they are properly trained to do so.

Confined spaces have two defining features. Firstly, they are places which are substantially (though not always entirely) enclosed and, secondly, there will be a reasonably foreseeable risk of serious injury from hazardous substances, or conditions, within the space, or nearby.

2.10.2 Permit-to-work

Confined space works will be carried out under a permit-to-work system to ensure that adequate controls are in place to prevent harm to those entering the confined space. Gas testing equipment and emergency equipment will be made available, as required. Method statements and emergency plans will be produced to ensure there is a safe system of work in place.

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2.11 Exposure to Noise

When working in certain locations noise can pose a problem to those involved. Wherever practicable, Inchcape Shipping Services will try to remove the noise at source by considering the use of quieter equipment or processes. If this is not possible, Inchcape Shipping Services will try and isolate the source of the noise from the person, through the use of acoustic barriers.

The last-line of defence is the use of ear defenders and/or the rotation of persons exposed to the noise. Those staff exposed to high levels of noise will have regular auditory tests to identify if their hearing becomes impaired through poor use of PPE.

2.12 Exposure to Vibration

When using certain equipment vibration has the potential to cause injury to the user. Wherever practicable, Inchcape Shipping Services will try to reduce the exposure to vibration by reducing the vibration at source, i.e. using low vibration equipment. Where this is not practicable the exposure time will be reduced to an acceptable level and the user regularly monitored for any signs of vibration damage to the hands and fingers.

The person using equipment that causes vibrations, should always wear warm gloves, as this helps to prevent damage to the capillaries in the hand and fingers.

2.13 Shipping Containers

2.13.1 General shipping containers

Working in and around freight containers can be hazardous, therefore, extra care must be taken when working in the vicinity of containers, opening container doors or working within containers.

2.13.2 Entering a shipping container

Workers opening containers shall be suitably trained to allow them to manage the hazards involved and to prevent injury to themselves or others.

When opening the container doors, poorly stowed cargo inside the container can fall, causing the doors to push open or impact on the worker opening the doors.

The container may contain hazardous substances, either from fumigation products left inside, or from leaking packages, which may cause anyone opening the doors to require medical attention.



2.13.3 Confined space

Freight containers must be treated as a confined space until proven otherwise by a risk assessment; therefore, only trained persons can open or enter a freight container.

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Global Health & Safety Manual	QHSSE	Strategic Sourcing & QHSSE
Date Authorised	Review Date	Next Review
01/06/2018	31/07/2018	30/06/2020



Safety Management System: Global Health & Safety Manual SMS 300-000

2.14 Control of Substances Hazardous to Health (COSHH)

A hazardous substance is currently identified by an orange symbol (new symbols have been introduced that are white with a red border), on the packaging and can be a solid, liquid, dust, fume, vapour, gas, or micro-organism that may be harmful to your health.



Highly flammable

F

A substance either solid or gaseous which may readily catch fire in contact with air without any application of energy



Toxic

T

A substance which if inhaled, ingested or allowed to penetrate the skin, may involve serious or chronic health risk and even death.



Irritant

Xi

A substance that can cause irritation upon contact. The extent of the damage will be dependent upon a number of factors including concentration, exposure time and point of contact.

Harmful

Xn

A substance which if inhaled, ingested or allowed to penetrate the skin, may involve limited health risks.



Corrosive

C

A substance, which may on contact with living tissue destroy it.

Common substances like chemicals and cleaning solvents can be hazardous. If contract cleaners carry out some cleaning, they must have their COSHH information made available at your site.

It can be very dangerous to mix cleaning chemicals, as they can react with one another and produce poisonous gases.

COSHH information should be labelled and supplied with a Manufacturers' Safety Data Sheet (SDS) by the manufacturer. Labels must be in English, and be clear, legible, and easy to read.

- **ALWAYS** refer to the information from the supplier and the package label.
- All substances must be stored safely and used in accordance with the Manufacturers' instructions.
- Any spillages must be cleaned up immediately.
- If you are not sure about something - **ASK BEFORE YOU ACT**

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Safety Management System: Global Health & Safety Manual SMS 300-000

2.15 Personal Protective Equipment

2.15.1 PPE Purpose & Requirements

PPE should only be used as a last resort.









Wherever possible, before relying on the use of PPE, try to eliminate the hazards completely, or use engineering controls and/or safe systems of work to eradicate the need for PPE.

Where PPE is deemed required, the company will assess what type is suitable for the work being carried out and the PPE will be provided free of charge to the user.

When wearing / using PPE the following points should be adhered to:

- You must be adequately trained in the use of the PPE before you use it.
- The PPE must fit you correctly.
- If it is damaged or lost speak to your line manager to arrange replacement.
- Always wear the PPE provided – disciplinary action may be taken against those people who do not wear the PPE that is specified in the risk assessment or safe system of work.

2.15.2 Types of Personal Protective Equipment

	Head Protection Safety Helmets must always be worn when you see this sign, to protect you from potential head injuries.
	Face Protection A visor must be worn when carrying out a specific activity, handling chemicals or in any areas identified by a risk assessment.
	Footwear Where areas and activities identified in a risk assessment require you to wear safety footwear they must be worn, e.g. in the workshop areas.
	Skin & Hand protection There may be hazardous substances within your work environment which, if handled without suitable precautions, may cause skin damage, irritations or dermatitis.
	Ear protection There may be levels of noise within your work environment which, if ear protection is not used will cause hearing loss. It is essential to wear suitable hearing protection where mandatory signs are displayed.
	Life jacket – Personal floatation device When carrying out certain activities and/or working in specific locations, life jackets may need to be worn to protect you from drowning, if you fall into the water. If you see these signs you must wear a suitable lifejacket at all times.
	Coveralls Suitable coveralls must always be worn when you see this sign.
	Hi-visibility clothing Hi visibility jackets must be worn at all times when entering this area, to ensure that you are visible to vehicles in the area.

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Safety harness

When working in areas where this sign is displayed a suitable safety harness must be used at all times and attached to a suitable restraint point. This will relate to work at height or in confined spaces.

2.16 Lone Working

A lone worker is anyone who is required to work by themselves without close or direct supervision. Lone workers must not be placed at a greater risk than other employees. Lone working may include visiting customer's premises or dealing with members of the public.

If you are working alone, you should adhere to the following Health and Safety principles:

- Consider the Health and Safety implications of the work prior to any off-site visit or inspection.
- If a significant risk is identified, prior to the visit, a second person should accompany you. The office should be notified prior to, and after the visit.
- Request that dogs or dangerous animals are restrained before your arrival.
- Carry your mobile phone at all times. Pre-programme it with an emergency number. If you have a personal alarm, take it with you.
- Ensure that you have a first aid kit in your vehicle that is suitable for treating minor injuries.
- If visiting a home, enter it after the customer and, whenever possible, keep yourself between the customer and the exit to allow a speedy escape.
- If a customer becomes abusive, do not aggravate the situation. Try and calm them down before continuing. If they become aggressive or threatening do not proceed with the meeting. Leave the premises by the safest route, get into your vehicle and drive away immediately.
- When visiting industrial, factory or construction-type premises, staff should always be accompanied by a suitable site representative, being made aware of the site rules, and adhere to those safety rules and procedures.
- Personal Protective Equipment (safety shoes, hard hats, gloves, safety glasses etc.) must be taken with you when visiting sites, terminals or warehouses.
- You MUST report any accidents, incidents or near misses however large or small to your line manager, and ensure it is reported on the incident reporting form and sent to incident@iss-shipping.com
- Certain risks may not be foreseeable until a site visit is made [e.g. asbestos, working at height etc.]. Employees must be made aware of the risk assessment findings and observe the recommended controls. If in doubt, do not proceed and contact your line manager for further clarification or advice.
- Valuable items [e.g. laptops, handheld technology & mobile phones] should be kept out of sight.

2.17 Home Working

Some employees may be required to work from home.

The general Health and Safety principles in this guide still apply and should be adopted to ensure that the nature of your work does not place you under greater risk.

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2.18 Working Away from Inchcape Shipping Services Premises

Staff and Partner Company's staff regularly visit customers' premises to carry out work, and attend meetings, they may also be required to stay overnight in hotels, guest houses or residential training centres. On arrival at a given location, staff must book in and make themselves aware of:

- Any special rules that apply to the location.
- What to do in an emergency (fire, bomb alert or injury to persons).
- Where the nearest emergency exits are situated.
- Where the assembly points are situated.
- Where the location of fire alarm operating points are situated.
- Where the fire safety equipment is located.

2.19 Driving

There are a number of Health and Safety rules that need to be followed when driving a vehicle on company business. These are:

- No person shall drive a vehicle on company business, unless they have a valid driving licence and are authorised to do so.
- The vehicle must be in a roadworthy and serviceable condition and, where appropriate, have a valid MOT certificate and have business use insurance.
- It is mandatory to wear seat belts during any journey, whether on the highway or on private premises.
- Never drink alcohol or take drugs or medicine [that may impair your judgement] and drive. If you have any doubts about your fitness to drive please speak to your line manager and consult your doctor.
- Do not exceed the speed limits on the highway or on customers' premises.
- Do not travel too close to the vehicle in front. Use the two second rule [allow two seconds between you and the car in front of you].
- In difficult driving conditions adjust your driving accordingly.
- Do not use mobile phones when driving.
- If you are suffering from fatigue or tiredness during a journey, pull over when it is safe to do so. Motorway hard shoulders should only be used in an emergency.
- Take regular breaks.
- Do not park your car where it will create a hazard to others, such as across driveways or other access points.
- If you have any doubts about your fitness to drive please speak to your line manager.
- If a fire starts while the vehicle is moving, turn off the engine, as soon as practicable, and pull over to a safe place away from pedestrians and other vehicles.
- If you are planning travel, including flights, consider the risks of driving due to hours worked, time zone differences and alcohol consumed during the flight.
- If you do find that you are suffering from fatigue or tiredness – speak to your line manager about alternative transport or staying over in a hotel.
- Try to park your vehicle in a safe, well-lit area, which is not isolated.

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- Don't leave valuables e.g. laptops, mobile phones in view – place them in the boot, glove compartment or take them with you.
- Take regular breaks.
- Accidents & Incidents during company business must be reported.

2.20 Motor Vehicle Use off the Public Highway

- Nobody should drive any vehicle unless they have a valid licence or competency certificate for the type of vehicle being used and they are authorised to do so.
- Before driving, these vehicles should be checked at the beginning of each shift / day to ensure that they are fit to use.
- If any defects are found then you should report the matter to your line manager.
- Vehicles with serious defects must be taken out of service immediately.
- All vehicles should be driven with due care and attention, consistent with prevailing conditions, making allowances for pedestrians.
- Displayed speed limits must NOT be exceeded.
- Be extra vigilant when parking or driving near stacked shipping containers, especially if there are high winds, as they have been known to blow over and crush vehicles and their occupants if they have not been properly secured

2.21 Safety Signs

Safety signs are provided where a risk assessment indicates that a risk cannot be avoided, engineered out or reduced significantly by a safe system of work. Safety signs provide information and warnings about health and safety at work, prescribed behaviour and in some cases prohibit behaviour.



UK Prohibition Signs have a white background with a red circular band and crossbar. Examples include: No smoking, no pedestrians, do not extinguish with water, etc.



UK Warning Signs have black triangular bands, yellow background with symbol or text in black. Examples include: Risk of fire, substance toxic or corrosive, internal vehicles, noise, etc.



UK Mandatory Signs have a blue circle with a symbol or text in white. These provide instruction that must be followed. Examples include: Safety helmets, eye protection, etc. must be worn



UK Safety Information & Safe Conditions are indicated by a green square or rectangle with a white symbol or text. Examples include: Fire exits, first aid posts, eye bath station, etc.

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2.22 Visitors

Employees must take responsibility for visitors in their care and adhere to safe working practices, plus:

- Additional care and attention must be taken when children or disabled persons enter the premises.
- If visitors are likely to come into contact with plant or equipment, it is the responsibility of the employee to make sure it is made safe and the visitor wear all the necessary PPE.

2.23 Security

We can all help maintain the security in our places of work, you must:

- Challenge strangers wandering about your workplace - ask them politely why they are there.
- Look after your personal belongings - you reduce the potential for theft if you keep them out of site.
- Secure valuables, expensive or confidential items in locked drawers or cupboards.
- During the day if you are using your laptop, make sure it is kept secure, and not left unattended where someone could take it.
- At the end of the day take your laptop with you or lock it away safely.

2.24 Contractors

Management must ensure that before any work begins, Contractors and their staff:

- Are competent to carry out the work safely whilst on site.
- Are aware of security arrangements for entering and leaving the site.
- Are made aware of all risk assessments/hazards within the work environment.
- Have provided relevant risk assessments and safe systems of work for the work they are undertaking.
- Are aware of fire and emergency equipment, precautions and procedures.
- Are made aware of accident and incident reporting procedures.
- Ensure that contractors are provided with telephone contact numbers to use during an emergency.

2.25 Agency staff / temporary workers

The Company has the same duty of care for temporary workers as they do for permanent staff, consequently management must ensure that all staff that work on behalf of Inchcape Shipping Services are:

- Competent to carry out the work they have been assigned to do.
- Made aware of security arrangements for entering and leaving sites.
- Made aware of all risk assessments/hazards within the work environment.
- Made aware of fire and emergency equipment, precautions and procedures.
- Made aware of accident and incident reporting procedures.
- Made aware of any safe systems of work in place.

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2.26 New and Expecting Mothers

Line Managers will undertake risk assessments for each woman that becomes pregnant in their department, and for those who have recently returned to work after the birth of their child, or who are breastfeeding.

Lifting and handling tasks are obvious risks to an expectant mother and her unborn child. These risks can be avoided by changing her work routine, to remove the risks from manual handling, and by others helping her to carry out any tasks that require physical strain.

Allowances shall be made for more frequent visits to the toilet, and to allow movement to prevent discomfort, and consideration given to changing working times, if they are involved in shift work.

2.27 Young Persons

All young persons employed by Inchcape Shipping Services shall be suitably protected from risks to their health and safety.

This will involve their Line Managers carrying out a risk assessment for each young person, taking into account their physical and mental capability, to ensure that they are not exposed to anything that may cause them ill-health or injury.

2.28 Smoking

In the UK and many other parts of the world, it is illegal to smoke in enclosed work areas, therefore, all company premises in the UK operate a No Smoking Policy, and this policy includes private offices, meeting rooms, toilets, corridors, lifts and rest rooms and company vehicles.

2.29 Alcohol & Drugs

Persons in control of vehicles, operating machinery, undertaking repair or maintenance work, or visiting customers must be in a fit, coherent state and condition and must not be under the influence of any intoxicating substances.

Any prescribed medicines or drugs being taken should be checked with your doctor to ensure that they will not affect the safety of your or your colleagues.

Any employee found to be taking, or under the effects of any illegal substances, while undertaking their work activities may be subject to disciplinary procedure, which may result in a final written warning or possible dismissal from the company.

The company reserves the right to carry out reasonable searches of individuals when entering or working on company or customer's premises.

The company reserves the right to carry out, at the start, or during the shift, random drugs and alcohol testing of individuals carrying out work on behalf of the company.

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2.30 Protection of the Environment

In order to maintain our commitment to environmental protection and pollution prevention, it shall be the duty of every employee to:

- Ensure good housekeeping.
- Keep a clean and tidy site.
- Control and minimise waste.
- Conserve energy where practicable.
- Be aware of emergency procedures.
- Take measures to segregate waste and avoid accidental mixing.
- Report any leaks or spillages immediately.
- Not to pour any harmful substance down the drains.
- Switch off machinery when not in use.

Please refer to the Group QHSSE - Environmental Documentation within SharePoint for more information.

2.31 HSSE Incident Reporting

2.31.1 HSSE Incidents involving employees

All HSSE incidents, large or small that occur at your workplace and require first aid attention shall be reported through the incident reporting form and sent to incident@iss-shipping.com This includes incidents that occur away from our premises.

Normally the incident report would be completed by the person that suffered the accident. In some cases that may not be practicable and in those cases the Line Manager is responsible for ensuring that the correct documents are completed. The incident report may be completed by someone who has been given verbal instruction by the injured person.

HSSE incident information is reviewed on a regular basis by the Senior Management. Safety Partners have been appointed for each part of the business.

2.31.2 HSSE Incidents involving visitors

All HSSE incidents involving visitors must be reported immediately. The Vice President QA & HSSE and Regional QHSE Managers will be informed once the incident reporting form has been sent to incident@iss-shipping.com

Near miss incidents must also be reported and recorded, particularly if personal injury was narrowly avoided or when an unsafe act, situation or environment has been spotted. These will provide valuable information and will allow remedial measures to be introduced to prevent re-occurrence and potential injury. Any questions should be raised to the Vice President - Strategic Sourcing and QHSSE [simon.potter@iss-shipping.com]

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Safety Management System: Global Health & Safety Manual SMS 300-000

Document History

This document will be reviewed at regular intervals and updated accordingly. The details of the revisions will be identified and recorded.

Revision	Details of Revision/s	By Whom	Date
01	For Issue	Clive Ormerod	01/01/2013
02	Upon appointment of Global SVP QHSSE	Piers Edwards	08/05/2015
03	Periodic review to ensure validity – Change of organisation structure, job titles, regions to clusters, systems and incident reporting procedures.	Aldred Ong and Andrew Foster	24/01/2018
04	Transferred to new Inchcape Shipping Services branding template. Updated terminology (ISS to Inchcape Shipping Services) and updated Mission, Vision, Values, and Organisation Structure)	Andrew Foster	31/07/2018
05	Change to organisational structure and extend review date until 31/12/2019	Andrew Foster	29/07/2019
06	The next review date has been extended from 31/12/2019 to 30/06/2020	Andrew Foster	23/01/2020

Policy Title	Department	Authorised and Owned By
Global Health & Safety Manual	QHSSE	Strategic Sourcing & QHSSE
Date Authorised	Review Date	Next Review
01/06/2018	31/07/2018	30/06/2020



Human Resources: Drug and Alcohol Policy

Policy

Inchcape Shipping Services has a zero tolerance policy on the misuse of drugs and alcohol. We wish to ensure that all employees are fit and ready to carry out their duties at all times and are aware of the dangers of drug and alcohol abuse.

This policy prohibits the use of:

- Illegal drugs
- Legal highs and other substances
- Alcohol

Employees under the influence of alcohol, drugs, legal highs and other substances during working hours pose a risk to themselves, colleagues, clients, vendors and others. Working hours extend where an employee is representing the business.

The use, possession, sale or distribution of illegal drugs, legal highs and other substances are strictly prohibited whilst attending to Company business, including but not limited to:

- customer events/functions/visits and
- whilst on Company premises/business or attending events.

Any instances of this will result in disciplinary action which could lead to dismissal.

Alcohol is not permitted on Company premises or whilst attending to business. Alcohol at organised Company functions is permitted to acceptable levels only, if the organiser permits. Alcohol at client or vendor functions or similar may be permitted and is at the discretion of the organiser.

Employees who live in, or travel on business to, locations where consumption of alcohol is illegal must comply with local legislation. Infringement may result in imprisonment and consequently dismissal may be inevitable.

Employees are prohibited from being at work or on business whilst impaired by illegal drugs, legal highs, alcohol or other substances or with illegal drugs present in their systems.

If an employee is suffering from an alcohol or drug dependency problem which may be treated, the Company may require the employee to undergo a suitable course of treatment following referral to a professional medical practitioner.

In the event that this treatment requires the employee to take sickness absence, the Company policies on absence for sickness will apply. Where an employee refuses to seek treatment, disciplinary action will be taken which could lead to dismissal. Any employees currently receiving medical treatment for dependency must inform their Line Manager or Human Resources. Any employee who volunteers a dependency on drugs or alcohol, or both, will be treated in the same way as an employee with any other illness and with complete confidentiality.

Policy Title	Department	Authorised By
Date Authorised	Review Date	Next Review
Drug and Alcohol Policy	Human Resources	Richard Demblon
02 November 2020	Annually	Q4 2021



Human Resources: Drug and Alcohol Policy

Revision	Details of Revision/s	By Whom	Date

Policy Title	Department	Authorised By
Drug and Alcohol Policy	Human Resources	Richard Demblon
Date Authorised	Review Date	Next Review
02 November 2020	Annually	Q4 2021



Inchcape Marine Academy: Mandatory Training Policy

Contents

- Introduction
- New Joiner Training Plan
- Annual Training Plan
- Inchcape Shipping Services Group Target Completion Rate

Introduction

The purpose of this policy is to provide clear and concise details of the list of mandatory compliance training programmes which employees (both new and current) are required to complete. The courses and training programmes listed below do not include individually assigned courses, such as courses identified by line managers for individual employees during the Performance Management Process, but rather encompass the mandatory training applicable to all employees regardless of location, language and job role.

New Joiner Training Plan

On joining Inchcape Shipping Services, all employees will have a set of mandatory courses assigned to them in the Learning Management System (LMS). The courses assigned may differ slightly depending on the on-boarding employee's role at Inchcape.

All on-boarding mandatory courses will have an assigned completion date, which will be communicated to the on-boarding employee by means of enrolment and reminder emails.

Completion will be tracked by the Inchcape Marine Academy (IMA) and communicated to country and group management.

The LMS will email the on-boarding employee reminders when mandatory courses have not yet been completed leading up to the assigned deadline. If a course deadline has not been achieved, the LMS will additionally email the employees line manager to notify them of the lapsed deadline.

Policy Title	Department	Authorised By
Mandatory Training Policy	Inchcape Marine Academy	David Barker
Date Authorised	Review Date	Next Review
February 2018	November 2020	November 2021



Inchcape Marine Academy: Mandatory Training Policy

Mandatory course assignments are as follows:

Participants	Course / Training Programme	Date Parameters
All On-boarding Employees	(GDPR) General Data Protection Regulation Training	Within 3 Weeks of joining ISS
	Acceptable Internet and Email Use Training	Within 3 Weeks of joining ISS
	Anti-Bribery Training	Within 3 Weeks of joining ISS
	Anti-Harassment and Discrimination Training	Within 3 Weeks of joining ISS
	Anti-Money Laundering	Within 3 Weeks of joining ISS
	Anti-Retaliation Training	Within 3 Weeks of joining ISS
	Anti-Slavery and Human Trafficking Training	Within 3 Weeks of joining ISS
	Code of Conduct Awareness Training	Within 3 Weeks of joining ISS
	Conflicts of Interest Training	Within 3 Weeks of joining ISS
	Cyber Security Awareness Training	Within 3 Weeks of joining ISS
	Doing Business with the U.S. Government Training	Within 3 Weeks of joining ISS
	Gifts and Entertaining Training	Within 3 Weeks of joining ISS
	HSSE Safety Awareness Training	Within 3 Weeks of joining ISS
	Introduction to the Inchcape Compliance and Ethics Program	Within 3 Weeks of joining ISS
	ISS Induction Training	Within 3 Weeks of joining ISS
	Near Miss Reporting Training	Within 3 Weeks of joining ISS
	Phishing Awareness Training	Within 3 Weeks of joining ISS
Procurement Training	Within 3 Weeks of joining ISS	
Reporting Fraud Training	Within 3 Weeks of joining ISS	
Reporting Misconduct Training	Within 3 Weeks of joining ISS	
Trade Compliance Training	Within 3 Weeks of joining ISS	
All On-boarding Port Agents	Inchcape On-boarding Training Programme for Port Agents	With 12 Weeks of joining ISS

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Mandatory Training Policy	Inchcape Marine Academy	David Barker
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Inchcape Marine Academy: Mandatory Training Policy

Annual Training Plan

The ISS Marine Academy in conjunction with various Support Departments will release annual refresher courses, which all Inchcape employees are required to complete.

The IMA will notify all course participant by email when an Annual Refresher course is released. The notification will include the deadline for completion.

Completion will be tracked by the IMA and communicated to country and group management. The LMS will email course participants reminders when mandatory courses have not yet been completed leading up to the assigned deadline.

Mandatory Refresher Course assignments are as follows:

Participants	Course / Training Programme	Date Parameters
All Employees	Introduction to the Inchcape Compliance and Ethics Program	Annual Training - Launch date TBC
	Code of Conduct Awareness Training	Annual Training - Launch date TBC
	(GDPR) General Data Protection Regulation Training	Annual Training - Launch date TBC
	Cyber Security Awareness Training	Annual Training - Launch date TBC

Inchcape Group Target Completion Rate

Inchcape and the IMA have set a target group pass rate for all mandatory courses of 99% or greater. This target completion rate considers that at any given time there will be a percentage of employees on leave (all types) or unable to complete the course within the communicated deadline.

Revision	Details of Revision/s	By Whom	Date
1	Updated formatting to match new brand guidelines.	David Barker	28/06/2018
2	Changed Information Security Awareness Course to Cyber Security Awareness Training	David Barker	07/03/2019
3	Included Phishing Awareness Training to list of mandatory training	David Barker	24/05/2019
4	Updated list of mandatory courses and refresher courses. Removed FAR Training, as this course is no longer in circulation.	David Barker	18/11/2020

Policy Title	Department	Authorised By
Mandatory Training Policy	Inchcape Marine Academy	David Barker
Date Authorised	Review Date	Next Review
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ENVIROS

Enforcement Action Advanced Search

Search Reset

No information was found matching your selection criteria. Please try again.

Enforcement Action Number:

House Number: To:

Street:

Direction Street Name Street Type Suite

City: Zip:

Section: Township: Range:

Respondent:

[Help on this page](#)
Screen ID: 23473



- Contact Us
- Comments and Suggestions
- Report a Complaint
- Site Map

- Broward.org
- Terms of Use
- Subscribe



Florida Hazardous Waste Handler Search Results



Florida Department of Environmental Protection

Hazardous Waste Facilities Search Results

Selection Criteria for This Handler Search:

EPAID: % ; Name: **ISS MARINE SERVICES INC** ; Address: % ; City: % ; County: %

For Facility Data Links:

Activities -- provides a list of RCRA compliance activities and violations.

Mapping in GIS -- this opens a **[NEW IMPROVED]** GIS mapping tool focused on the facility.

Documents -- this provides a list of electronic documents available online.

Error Reporting -- send us feedback to address data errors.

County Verification -- County or RPC verification of Facility and Waste for this site.

For a Generator Status History:

click on the **Status**. - **N**OT indicates a facility is a Non-Notifier and may not have been issued the associated EPAID - **C**heck with **DEP** before using that EPAID!

[Legend of Status Types](#)

EPA ID	Name	County	Address	Contact	Status	As of	Data Links
Search has retrieved 0 Facilities							

Legend of Status Types:

- LQG - Large Quantity Generator
- SQG - Small Quantity Generator
- CES - Conditionally Exempt Small Quantity Generator
- UOT - Used Oil Transporter
- TRA - Hazardous Waste Transporter
- TSD - Treatment/Storage/Disposal Facility
- CLO - Closed
- NHR - Non-Handler of Hazardous Waste



Occupational Safety and Health Administration

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Establishment Search

Reflects inspection data through 02/02/2021

This page enables the user to search for OSHA enforcement inspections by the name of the establishment. Information may also be obtained for a specified inspection or inspections within a specified SIC.

Note: Please read important information below regarding interpreting search results before using.

Search By:

Your search did not return any results.

Establishment
(This box can also be used to search for a State Activity Number for the following states: NC, SC, KY, IN, OR and WA)

State

OSHA Office

Site Zip Code

Case Status All Closed Open

Violation Status All With Violations Without Violations

Inspection Date

Start Date

End Date

Can't find it?
[Wildcard use %](#)
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[Advanced Search Syntax](#)

NOTE TO USERS

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The Integrated Management Information System (IMIS) was designed as an information resource for in-house use by OSHA staff and management, and by state agencies which carry out federally-approved OSHA programs. Access to this OSHA work product is being afforded via the Internet for the use of members of the public who wish to track OSHA interventions at particular work sites or to perform statistical analyses of OSHA enforcement activity. It is critical that users of the data understand several aspects of the system in order to accurately use the information.

The source of the information in the IMIS is the local federal or state office in the geographical area where the activity occurred. Information is entered as events occur in the course of agency activities. Until cases are closed, IMIS entries concerning specific OSHA inspections are subject to continuing correction and updating, particularly with regard to citation items, which are subject to modification by amended citations, settlement agreements, or as a result of contest proceedings. THE USER SHOULD ALSO BE AWARE THAT DIFFERENT COMPANIES MAY HAVE SIMILAR NAMES AND CLOSE ATTENTION TO THE ADDRESS MAY BE NECESSARY TO AVOID MISINTERPRETATION.

The Integrated Management Information System (IMIS) is designed and administered as a management tool for OSHA to help it direct its resources. When IMIS is put to new or different uses, the data should be verified by reference to the case file and confirmed by the appropriate federal or state office. Employers or employees who believe a particular IMIS entry to be inaccurate, incomplete or out-of-date are encouraged to contact the OSHA field office or state plan agency which originated the entry.

UNITED STATES DEPARTMENT OF LABOR

Occupational Safety and Health Administration
200 Constitution Ave NW
Washington, DC 20210
☎ 800-321-6742 (OSHA)
TTY
www.OSHA.gov

FEDERAL GOVERNMENT

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From: no-reply.foia.uscg@dhs.gov
To: [Osorno-Belleme, Angela](#)
Subject: RE: Your Freedom of Information Act (FOIA)/Privacy Act (PA) 2021-CGFO-00456
Date: Wednesday, December 2, 2020 7:57:57 AM

External Email Warning: This email originated from outside the Broward County email system. Do not reply, click links, or open attachments unless you recognize the sender's **email address** (not just the name) as legitimate and know the content is safe. Report any suspicious emails to ETSSecurity@broward.org.

Ms. Osorno-Belleme,

This acknowledges receipt of your September 29, 2020, Freedom of Information Act (FOIA) request to the U.S. Coast Guard (USCG) for Documents requested for information on any environmental infractions, fines, penalties, and resolutions. Your request was received on December 02, 2020 and has been assigned FOIA number 2021-CGFO-00456.

We have queried the appropriate component of the USCG for responsive records. If any responsive records are located, they will be reviewed for determination of releasability. Please be assured that one of the processors in our office will respond to your request as expeditiously as possible. We appreciate your patience as we proceed with your request.

You may check the status of your request by entering FOIA request number 2021-CGFO-00456 into the following site: <http://www.dhs.gov/foia-status>. Request status is updated and refreshed on a nightly basis electronically.

You may contact this office via telephone at 202-475-3522 or via email at EFOIA@uscg.mil if you have any further questions.

Sincerely,

U.S. Coast Guard
FOIA/PA Office



December 10, 2020

To: Broward County Port Everglades
Business Administration Division
1850 Eller Drive, Suite 603
Ft Lauderdale, FL 33316

Attn: Angela Osorno Belieme

Please be advised that ISS Marine Services, Inc. operating as Inchcape Shipping Services, is fully committed to environmental protection and supporting a greener environment. As agents, our ability to impact the environment is limited, however, we follow the leadership and guidelines of the port environmental requirements. Corporately, we are pursuing technologies to automate our manual processes and reduce energy and paper use as well as participate in toner cartridge and other similar office product recycling programs.

A handwritten signature in blue ink, reading "Lynn S. Gueho", with a long horizontal flourish extending to the right.

Lynn S. Gueho
Manager Corporate Services – North America

Lynn.Gueho@iss-shipping.com

T + 251 461 2785

F + 251 461 2714



December 10, 2020

To: Broward County Port Everglades
Business Administration Division
1850 Eller Drive, Suite 603
Ft Lauderdale, FL 33316

Attn: Angela Osorno Belieme

Please be advised that ISS Marine Services, Inc. operating as Inchcape Shipping Service will continue its vessel agency operations in South Florida. We continue to have support of a strong client base both nationally and internationally, and we continue to pursue new clients. We are continuing to cultivate all types of business from cruise, container, project cargo, bulk, breakbulk & liquid cargoes, and we anticipate our presence in these markets to continue to grow.

Our Organization has a strong commercial presence in the Americas as well as globally and a marketing strategy continues to target both national and international clientele that are encouraged to bring vessels and cargoes to Port Everglades because the environment is conducive to conducting cargo operations.

A handwritten signature in black ink, appearing to read 'Jonathan Williams'.

Jonathan Williams

Business Implementation Manager - Americas

jonathan.williams@iss-shipping.com

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www.iss-shipping.com

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