

## TEAM SPORTS

### Football Competition Heats Up Ahead of Semi-Finals

The Interdepartmental Football Competition is rapidly approaching the semi-final stage, with teams battling intensely to secure a place in the final four.

The quarterfinal round features two groups of four teams each, with every team playing three matches. At the end of this round, the top two teams from each group will advance, setting the stage for an exciting finish to the tournament.

In Group One, Stores FC has emerged as the dominant force, securing six points from two matches. The team delivered an emphatic 6-1 victory over Machine Shop before edging past a strong Instrumentation side 2-1, with both goals scored by **Joseph Bell**. Notably, leading goal scorer, **Basil Callaghan**, who has an impressive tally of 18 goals, did not add to his count in the latter match.

The Instrumentation and Precipitation



The Stores team in a pre-game talk with their Captain. Teams remain in contention for the second semi-final spot, each sitting on three points. Group Two, widely regarded as the "Zone of Death," had proven to be fiercely competitive, with three teams tied on three points and vying for just two semi-final places. A standout moment came when 1015 FC secured a narrow 1-0 win over House

United, courtesy of a spectacular long-range strike by captain and goalkeeper, Rodriguez Ludford.

In another thrilling encounter, House United rebounded with a dramatic 3-2 victory over Capex. Capex initially took the lead, but House United quickly responded with a penalty. However, in a dramatic finish, **Akeem McDaniel** fired home a powerful last-minute goal for House United and reigniting their semi-final hopes.

Attention now turns to a highly anticipated clash between 1015 FC and Reliability, set for Friday, March 27 at 5:15 p.m. Meanwhile, Stores FC is the team to beat, with Captain **Andre Delmonte**, expressing strong confidence in his team's chances of winning the tournament.



March 27, 2026

A Monthly Publication by the Corporate Services Department

Volume 21 No. 3

# NEWSLINK

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### Employee News



A quiet and unassuming professional giant, this is how colleagues describe **Katryn Shae**, Shift Process Coordinator at Jamalco....

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### HSE Review

@March 27, 2026

	Plan	Actual
Recordable Injury	0	0
First Aid Injury	1	1
Non-compliance	0	0
Spills to Soil	1	1

### Production Review

@March 27, 2026

	Plan	Actual
Digester	3022	2384
Calciner	3118	2344
Digester Yield	88.2	74.7

### Jamalco Achieves ASI Certification Again



conformities identified. "The opportunities for improvement identified were minor or observational in nature," said Mr. Knight (Lead Auditor).

The ASI certification standard emphasizes critical areas including governance, environmental management, health and safety, people management, community and contractor engagement, bauxite and residue management and compliance with legal requirements. The audit findings showed full conformance across key governance, social and environmental systems.

Director Health Safety and the Environment, **Andrea Spence**, thanked all departments and team members for their participation and support throughout the audit process, commending the collective efforts that contributed to the successful outcome.

Jamalco will undergo another re-certification audit in another 3 years. In 2025, Jamalco became the second Century location to achieve the prestigious ASI certification following the company smelter in Iceland.

Jamalco has again been recommended for full certification under the Aluminum Stewardship Initiative (ASI) following a comprehensive audit conducted from March 16-20, 2026. The audit assessed the company's business management systems, operational practices and sustainability performance against ASI's rigorous international standards.

Led by ASI Auditors, Dave Knight and Steve Drulett, the assessment revealed highly positive results, with no major non-

### Turbine Generator 4 Achieves Key Milestone

The Turbine Generator 4 (TG4) Project has reached another significant milestone following the successful completion of critical electrical works.

The High Voltage team has completed the installation and connection of a new switchgear at Substation 112A. This upgrade is a vital step in ensuring that power generated from TG4 can be efficiently transmitted to the refinery's power distribution system.

The scope of work required careful planning and execution, as all refinery loads had to be temporarily transferred to a single power system during the installation process. This complex operation demanded precise coordination between the High Voltage and Technical Process teams to ensure that refinery production remained uninterrupted.



The recently installed switchgear for turbine generator 4

Cont'd. on page 2

## EAP CORNER

### Understanding Different Behaviours: A Look at Personality Disorders



Human beings are complex. Each person thinks, feels and behaves in ways shaped by their experiences, biology, and environment. Personality is what gives individuals their unique patterns of interacting with the world. However, when these patterns become rigid, unhealthy and interfere with daily life, they may be classified as personality disorders. People with personality disorders are not "choosing" their behaviours; these patterns are deeply ingrained and often develop over time. Personality disorders are placed in the following clusters:

Cluster A - "Odd or Eccentric"

- **Paranoid** - distrustful and suspicious of others.
- **Schizoid** - detached from relationships and have limited emotional expression.
- **Schizotypal** - odd beliefs, eccentric behaviour and social discomform.

Cluster B - "Dramatic, Emotional or Impulsive"

- **Antisocial** - disregard for others' rights, deceitful and impulsive.
- **Borderline** - unstable relationships, emotional, self-image and fear of abandonment.
- **Histrionic** - attention-seeking and overly emotional.
- **Narcissistic** - grandiosity, need for admiration and lack of empathy.
- **Cluster C - "Anxious or Fearful"**
  - **Avoidant** - socially inhibited, feels inadequate and sensitive to criticism.
  - **Dependent** - excessive need to be taken care of by others.
  - **Obsessive-Compulsive Personality Disorder (OCPD)** - preoccupation with order, control and perfectionism (different

from OCD)

**How to identify if someone needs help:**

- Patterns are chronic and across many situations (work and home).
- Affects relationships.
- The person may not always see their behaviour as problematic.
- Frequently co-occur with depression, anxiety or substance use disorders.

**Causes:** No single cause. Usually a mix of:

- Genetics
- Early childhood experiences (trauma, neglect, inconsistent parenting)
- Temperament
- Environmental stressors.

It is essential to approach personality disorders with empathy rather than judgment. People living with these conditions often face significant internal struggles, even if those struggles are not always visible. Education and awareness can help reduce stigma and encourage individuals to seek help without fear of being misunderstood. Fostering understanding is a crucial step toward building a more supportive and inclusive society.

CALL EAP 876-551-9796

Editor: **Donna Marie Brooks**. Associate Editor: **Nadene Newsome**. Sub Editors: **Jermaine Saunders, Antonio James, Jermaine Foster, Tamarah Jacobs, Kevin Douglas**.

Contributors of this issue: **Michelle Hodges, Kirk Gordon, Omar Morrison, Mark Peterkin, Rachelle Wright**

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## Water Safety & Conservation Tips



Observed on March 22, World Water Day underscores the importance of conserving and protecting water for a safer workplace and healthier communities.

### 1. Stay Hydrated During Work

- Drink water regularly, especially in hot environments, to prevent fatigue, heat stress, and reduced concentration.

### 2. Protect Drinking Water Sources

- Do not dispose of chemicals, oils, or waste near water or drainage systems to prevent contamination.

### 3. Report Leaks Immediately

- Report any leaking pipes, faucets or hoses immediately to reduce water waste.

### 4. Use Water Responsibly

- Use only what is necessary when cleaning equipment or workspaces to support sustainable operations.

### 5. Practice Good Hygiene

- Wash hands regularly, especially before meals and after using restrooms or handling hazardous materials.

### 6. Prevent Slips and Falls

- Clean up water spills immediately and use warning signs to reduce safety risks.

### 7. Protect the Environment

- Be mindful of how activities impact water systems and surrounding ecosystems.

## Jamalco Team Resolves Issue at Calciner #1 Unit



Unit 1 ESP Hopper

A recent instrumentation failure at Jamalco's Calciner #1 Unit led to a significant operational challenge, which was successfully resolved through coordinated team effort and technical expertise.

The issue arose when faulty instrumentation readings from the dryer level indicator displayed a level of 14, despite the hopper being filled to capacity and overflowing into the Electrostatic Precipitator (ESP) fields. This inaccurate reading misled the technician on duty and delayed timely intervention. As a result, hydrate dust accumulated from the ground floor up to the hopper, causing a restriction in both the first and second ESP field lines.

The primary challenge faced by the team was safely emptying the hopper while minimizing disruption to production. Approximately 24 hours was dedicated to troubleshooting and resolving the issue.

## Turbine Generator 4 Achieves Key Milestone

Cont'd. from page 1

Through effective collaboration and technical expertise, the teams successfully executed the load transfer and installation without any impact to operations.

High Voltage & Power Distribution Manager, **Mark Peterkin**, commended the team for their professionalism and commitment to safety. He extended special recognition to team members **Floyd Harriott**, **Michael Lewis**, **Chevaughn Reid**, and **Shaoud Brown**, who played key roles in safely performing the load switching and overseeing the switchgear installation.

The work was completed on schedule and without incident. This milestone marks

According to Calcination Manager, **Omar Morrison**, corrective actions were led by the Calcination team and involved a series of critical interventions. These included clearing the hopper lines and implementing a jumper line to facilitate the safe emptying of the ESP fields. The team also addressed a failed ESP hopper door, which had been compromised due to excessive alumina dust buildup within the system.

Additionally, the presence of multiple leaks, accumulated scale, and alumina hydrate buildup necessitated intensive housekeeping efforts. These housekeeping activities, which are integrated into the operators' routine, are essential for maintaining HSE standards and ensuring safe and easy access to the building.

The successful execution of these corrective measures resulted in significant operational improvements and prevented what could have amounted to thousands of dollars in repair and downtime costs.

Throughout the process, the team maintained a strong focus on safety and high-quality workmanship, ensuring the issue was resolved effectively without compromising operational standards.

The successful completion of this work not only restored normal operations but also reduced the risk of similar incidents in the future.

Jamalco commends the Calcination team for the work done to resolve this critical issue.



Commendations to the team that installed the switchgear. In: Staff High Voltage Engineer, **Floyd Harriott**, High Voltage Engineer, **Chevaughn Reid** and High Voltage Technician, **Shaoud Brown**

another step forward in the TG4 Project, as the company moves to strengthen its power generation and distribution capabilities, and deliver increased reliability to its operations.

## Jamalco Engages Community Councils in Annual Planning Meeting



JBS Business Partner, **Andrew Edwards**, (left) and Talent Management and Business Systems administrator, **Kuesi Stone** (right) provide guidance to a council member during an interactive session.

Representatives from Jamalco recently engaged approximately 60 community council members at the company's Annual Joint Community Council meeting, held at the Wembley Centre of Excellence.

The meeting, a key feature on Jamalco's community engagement calendar, was important to reaffirm the role council

members play in maintaining strong relationships between the company and its surrounding communities.

In her overview, Corporate Communications and Public Relations Manager, **DonnaMarie Brooks**, reiterated the need for the council members continued dedication and active support and involvement in the Councils' activities. She also provided updates on the company's operations and highlighted initiatives undertaken over the past year. Additionally, she underscored Jamalco's commitment to strengthening its partnership with the six community councils. "Jamalco depends on the communities to effectively fulfill its objectives, and we cannot achieve meaningful change without your support," she reiterated.

A highlight of the session was a dynamic presentation led by Jamalco Business Systems (JBS), facilitated by Business Transformation Manager, **Debbie-Ann Fagan-Warren**, and Learning and Development Supervisor, **Kuesi Stone**.

Delivering a presentation titled "Strengthening Collaboration, Driving Action, Achieving Results," Mrs. Fagan-Warren encouraged council members to deepen their collaboration, strengthen engagement across communities, and adopt more structured approaches to achieving their community goals.

The session also featured an interactive component, where participants were divided into groups to assess community needs and develop practical 90-day action plans. Working collaboratively, each group outlined strategies aimed at driving meaningful progress within their respective communities.

Mr. Stone guided participants through the report-back segment, fostering an environment of shared learning as groups presented their plans to the wider audience.



## UWI Chemistry Students Tour Refinery



UWI Chemistry students posed for the camera during their tour of the Refinery. Also in photo are Process Engineer **Vanessa Singh** (f), Chemical Engineering Technician, **Ricardo Davis** (r) and Lecturer, **Dr. Rosemaria Wilson** (2<sup>nd</sup> right).

Fifteen chemistry students from the University of the West Indies (UWI) recently participated in an educational tour of the refinery. The visit formed part of their course requirements, providing deeper insight into the Bayer Process alongside exposure to the company's strong culture of safety and reliability excellence.

The tour was led by Process Engineer **Vanessa Singh**, who guided the students

through the complexities of the Bayer Process. With support from Chemical Engineering Technician **Ricardo Davis** and Process Engineer **Shadieka Allen**, the students were taken through various operational areas, where they observed equipment usage and gained an understanding of

failure investigations and maintenance practices.

The experience was well received by the students, who described the tour as informative, reliable, and easy to follow. Delivering the vote of thanks, one student expressed appreciation for the team's efforts, noting that the visit boosted their confidence as they prepare for upcoming examinations.

## Support for CSEC Preparation Workshops



Jamalco partnered with the Natural Sciences Department at Church Teachers' College to host its CSEC Preparation Workshops held in February and March. The workshops focused on Mathematics, Physics and Chemistry, equipping students with the tools needed to excel in their May-June CSEC examinations.

Over 800 students from Manchester and St. Elizabeth benefited from the initiative, with feedback from participating schools being overwhelmingly positive.

## IN THE COMMUNITY

### Bustamante High School Recognized Jamalco for Educational Support

Jamalco was prominently recognized for its contribution to education at Bustamante High School's Prize Giving and Awards Ceremony, held on the school grounds recently.

The ceremony, which celebrated the institution's top academic achievers, highlighted the importance of partnerships in advancing student success. A key moment of the event was the formal acknowledgment of Jamalco's investment in the school through the rehabilitation of a Literacy and Numeracy Lab in 2025.

This contribution has significantly enhanced the school's capacity to support students in developing essential reading, writing, and numeracy skills, critical foundations for academic achievement.

Delivering remarks on behalf of the company, Corporate Communication and Public Relations Manager, **Donna Marie Brooks**, reaffirmed Jamalco's commitment to education and youth



Manager of Corporate Communications & Public Relations, **Donna Marie Brooks** accepts an award from Bustamante High School's Principal **Wayne Evans**.

development. She shared that upon learning of the challenges faced by some students; the company was moved to act in a meaningful way.

"We are proud to have partnered with Bustamante High School to create the Literacy and Numeracy Lab providing a conducive environment for students to learn, grow and explore," Ms. Brooks said. "This lab represents more than a physical structure, but an investment in opportunity and the future success of every student who passes through its doors."

The lab provides a modern and engaging learning environment, equipped with resources designed to strengthen comprehension and problem-solving skills, particularly for students requiring additional academic support.

The Literacy and Numeracy Labs are expected to deliver lasting benefits, equipping students with the essential skills needed to excel academically.

### Restoration Efforts Underway at Evergreen Basic School



In photo at left, the damaged building after Hurricane Melissa and photo at right shows the work currently underway as restoration efforts progress.



Evergreen Basic School in Manchester is one step closer to recovery following significant damage sustained during the passage of Hurricane Melissa.

The hurricane destroyed the roof and fixtures were extensively waterlogged. As a result, students have been displaced and unable to return to their original school environment, disrupting normal teaching and learning activities.

In response, Jamalco conducted a site assessment and engaged with the school's

principal to determine the most urgent needs. Following these discussions, the company committed to supporting the restoration efforts through the donation of a new roof and cupboards for the institution.

As part of the preparatory phase, a team of Jamalco employees assigned to the nearby Greenvale mining site joined forces with parents and community members for a workday held recently. Preliminary work has also commenced to restore the damaged roof.

### In the Mailbox

Dear Mrs. Keane,

I write to express my sincere gratitude to you and the Management of Jamalco for the financial assistance provided to me following the passage of Hurricane Melissa.

The funds donated to assist with the repair and restoration of my roof, which was badly damaged, are greatly appreciated. This contribution will enable me to carry out the necessary repairs in a shorter time and help alleviate some of the stress caused by the damage.

May the Lord continue to bless everyone who assisted in this effort.

Yours sincerely,  
K.D. Hart.



## NEWS

### The Technical Department Highlights Fatality Prevention



General Manager of Operations, **Richard Russell**, addressing the technical team.

Jamalco's Technical Department officially launched its monthly Health, Safety and Environment (HSE) focus, placing strong emphasis on fatality prevention and the importance of maintaining a safe working environment.

In a launch session, held recently in the Training Room, team members were

engaged in an informative discussion centered on preventing fatal and serious injuries across the operations.

Director of Safety, **Andrea Spence**, delivered a compelling presentation highlighting Jamalco's history in relation to serious incidents. She underscored the critical importance of vigilance in the workplace and reinforced the company's guiding principle that "no risk is worth your life." She urged employees to remain alert at all times and to avoid complacency in their daily tasks.

Director of Operations, **Richard Russell**, also addressed the gathering, commending the technical team for their commitment and reminding employees that safety must always remain the organization's top priority.

The session featured contributions from three special presenters who provided valuable insights into different

aspects of safety. Employee Assistance Programme (EAP) Coordinator, **Michelle Hodges**, emphasized the importance of stress management, mental focus, and ensuring that every team member returns home safely to their families.

Mobile Equipment Trainer **Nigel Braham** emphasized that mobile equipment remains the leading cause of fatalities at Jamalco, underscoring the importance of defensive driving. Meanwhile, Security Coordinator **Wayne Walker** highlighted the company's emergency response protocols, stressing the need for preparedness and swift response to ensure safety.

According to Technical Services Superintendent, **Rachelle Wright**, the Fatality Prevention focus is aimed at supporting Jamalco's safety culture and ensuring that all employees operate in an environment where risks are minimized and safety remains paramount.

### Jamalco Hosts Ghanaian Delegation



Dr. Robert Sambian, Chief Executive Officer of the Volta Alumina Company Limited and Derrick Cobbinah, President of the Ghana-Jamaica Chamber of Commerce, in a meeting with members of Jamalco's leadership team, **Richard Russell**, General Manager of Production and **Shanice Neisbeth-Castle**, Clarendon Alumina Production Limited, (l).

Jamalco recently welcomed a delegation from Ghana including Dr. Robert Sambian, Chief Executive Officer of the Volta Alumina Company Limited and Derrick Cobbinah, President of the Ghana-Jamaica Chamber of Commerce.

The visit follows the official trip to Jamaica earlier this year by the Ghanaian Minister of Foreign Affairs, which highlighted opportunities for deeper collaboration in key sectors, including mining and alumina production. During the visit, the delegation met with Jamalco's members of leadership and General Manager **Shanice Neisbeth-Castle**, Clarendon Alumina Production. The team also toured the refinery and port facilities to gain insight into the company's operations.

The visitors were welcomed by Jamalco's Director of Health, Safety and the Environment (HSE), **Andrea Spence**, while General Manager of Operations, **Richard Russell**, provided an overview of the refinery's processes, including bauxite mining and alumina production operations. The delegation was also guided on a tour of the refinery and port by Precipitation Department Manager, **Alicia Marshallcek Hendricks**, who outlined Jamalco's operations and infrastructure. The visit provided an opportunity for knowledge exchange and reinforced the potential for continued collaboration between Jamaica and Ghana in the aluminum and mining sectors.

### Ethics Hotline

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- Infringement of company policies
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- Substantive abuse
- Retaliation or discrimination

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**INCIDENT REPORTING WEBSITE**

<https://jamalco.ethicsadvocates.com>

## TEAMS STARS

### Jamalco HSE Team Supports Alta Vista Children's Home



Members of the Jamalco team (l-r) Nurse Administrator **Theresa Hyman-Barrett**, Driver **Easton Perkins** and HSE Administrative Assistant **Kelissa Palmer-Rhodes** present a water tank to Children's Home Administrator **Edith Wiggan** (2nd right).

In recognition of World Water Day, Jamalco's Health, Safety and Environment (HSE) team visited their adopted charity, the Alta Vista Children's Home, to promote water conservation and improving access to clean water.

The visit which formed part of their outreach followed a prior community assessment conducted days earlier, which revealed that the home's existing 200-gallon water tank had rusted, leaving the facility vulnerable. The issue was promptly brought to the attention of HSE Director, **Andrea Spence**, who approved the purchase of a replacement tank. As a result, a new 400-gallon water storage tank was acquired and donated to the home.

Mrs. Wiggan expressed heartfelt appreciation for the donation, describing it as both timely and deeply meaningful.

She shared that during Hurricane Melissa last October, the home faced significant challenges and was forced to rely on makeshift storage solutions, such as borrowed drums, to access water. She noted that the donation felt like "a gift from God" given the circumstances they had endured.

Mrs. Wiggan also provided an update on the children currently in the home's care. The facility houses seven children, with one pursuing studies at Northern Caribbean University (NCU) and another recently enrolled at the Runaway Bay HEIGHT Trust NTA.

This outreach delivers both immediate and long-term benefits, providing a practical and sustainable solution to the home's water challenges while reinforcing the importance of community partnership and environmental responsibility.

### Powerhouse Employees of the Month



Congratulations to Acting Control Room Technician, **Aaron Graham** for copping the Powerhouse Employee of the Month for January 2026.

Aaron is highlighted for his swift, decisive and professional response on January 15, 2026, when the only Digester unit in service unexpectedly tripped, resulting in a significant rejection of steam to the Powerhouse and the CCHP trains.

Aaron's prompt action prevented what could have escalated into a total boiler outage. His alertness, technical competence and ability to respond effectively under pressure safeguarded operations.

The leadership of the Powerhouse commends him for his outstanding performance and dedication to operational excellence. In photo above, Aaron collects a certificate and token from Powerhouse Staff Electrical Engineer, **Masharo Williams**.



Congratulations to **Michael Bartley**, for copping the Powerhouse Employee of the Month for February 2026!

Michael demonstrated exceptional initiative by successfully changing and cleaning the Resin Trap on the Condensate Polisher Mix Bed "B" vessel, a task normally carried out by the Powerhouse Maintenance team. By stepping in and going above and beyond, he ensured the Condensate Polisher remained in service. The Powerhouse leadership team commends Michael

for his outstanding performance and dedication.

In photo above, Michael collects a certificate and token from Powerhouse Staff Electrical Engineer, **Masharo Williams**.

## TEAMS STARS

### A Legacy of Dedication, Discipline and Quiet Excellence



Kalvyn Shaw

*In the Spotlight with Kalvyn Shaw*

A quiet and unassuming professional giant, this is how colleagues describe **Kalvyn Shaw**, Shift Process Coordinator, at Jamalco. Over an impressive 43-year career, Kalvyn exemplified discipline, humility and a steadfast commitment to growth, building a legacy that has left an indelible mark on the organization.

Kalvyn's journey reflects a steady and inspiring rise through the ranks. He began his career shortly after graduating from Vere Technical High School, joining the company as a Laboratory Assistant. Driven by a strong work ethic and a passion for learning, he progressed through several roles, including Lab Analyst, Lab Technician, Lab Team Coordinator, and Lab Supervisor, before assuming his current position as Shift Process Coordinator.

Although he once aspired to become a Mechanical Engineer, financial constraints delayed his academic pursuits. Rather than allowing this to deter him, Kalvyn focused on maximizing the opportunities available to him. He committed himself to hard work, continuous learning and personal development, an approach that would define his career. Joining Jamalco became one of his proudest achievements, and his natural interest in chemistry and physics fueled his passion for the analytical work of the laboratory and its critical role in the production process.

Determined to advance, Kalvyn resumed his academic journey in 1992, earning a Laboratory Technician certificate from the then College of Arts, Science and Technology (now UTech). He later went on to complete a Bachelor's degree in Business

Management from the University College of the Caribbean (UCC), further enhancing his ability to contribute meaningfully to the organization. Kalvyn recently retired after 43 years with the company and Lab Superintendent **Denise Dawkins-Tomlinson**.

In her tributes at a farewell retirement gathering hosted by colleagues, highlighted Kalvyn's reliability and unwavering support to his team, emphasizing the trust and respect he earned throughout his tenure. Reflecting on his impact, Technical Manager, **Juline Asquith** described Kalvyn as a disciplined, hard-working, and loyal employee who consistently gave his best to ensure the Plant achieved its key performance indicators. She noted that it was a pleasure working alongside him over the years and that his presence and insightful conversations will be greatly missed.

Kalvyn attributes much of his success to the steadfast support of his wife of 35 years, Lillian, and their adult daughter, whom he regards as pillars of strength throughout his journey. He takes great pride in the life he has built through hard work and dedication to both his family and his profession.



Kalvyn at work.



Kalvyn (l) collects a plaque from Employment, Compensation & Benefits Administrator, **Camesha Keane** at his Department's Farewell Reception.

As he transitions into retirement, Kalvyn leaves behind words of encouragement for the next generation of professionals. He urges them to develop a genuine passion for their work, pursue excellence with discipline and loyalty and remain committed to their personal and professional goals. He also expressed his hope that Jamalco will continue to invest in and develop the potential of its people.

Kalvyn Shaw's career stands as a testament to the power of perseverance and unwavering dedication.



Kalvyn (2nd right) proudly displays his milestone award at a departmental function celebrating milestone awardees. Also pictured (l-r) are Technical Manager **Juline Asquith**, Director of HR, Security & Corporate Services **Christopher Buckmaster** and Lab Superintendent **Denise Dawkins-Tomlinson** (right).