BUILDING *Momentum*
CREATING MEANING

GCA ANNUAL REPORT 2020

Delivering Your Learning Strategy.

GaC
CORPORATE ACADEMY

Contents ■

Patrik Halldén
Group Vice President – Human Resources

Welcome Message

I think we all can agree that 2020 was a challenging year which forced us - both as individuals and as a Group - to think differently, and focus on finding solutions.

2020 was a year to recalibrate and focus on what matters, to zero-in on the meaningful activities that build momentum towards a better future. Once the pandemic's extent became apparent, I can proudly say the GCA team and our dedicated facilitators took measures to ensure GCA continued to support GAC's training needs despite limited resources and reduced course numbers.

In the face of these difficulties, it was inspiring to see the commitment to learning that we witnessed across the GAC World in 2020. Many companies took the opportunity of slower operational activity to focus on learning and development.

Now as we enter 2021, GCA is excited to offer a number of new courses in the coming year, including new virtual workshops that will bring GAC people together in times of social distancing and remote working environments.

The GCA will remain focused on core activities that build meaning and create momentum, ensuring that GAC personnel worldwide continue to be supported in their learning journeys in 2021.
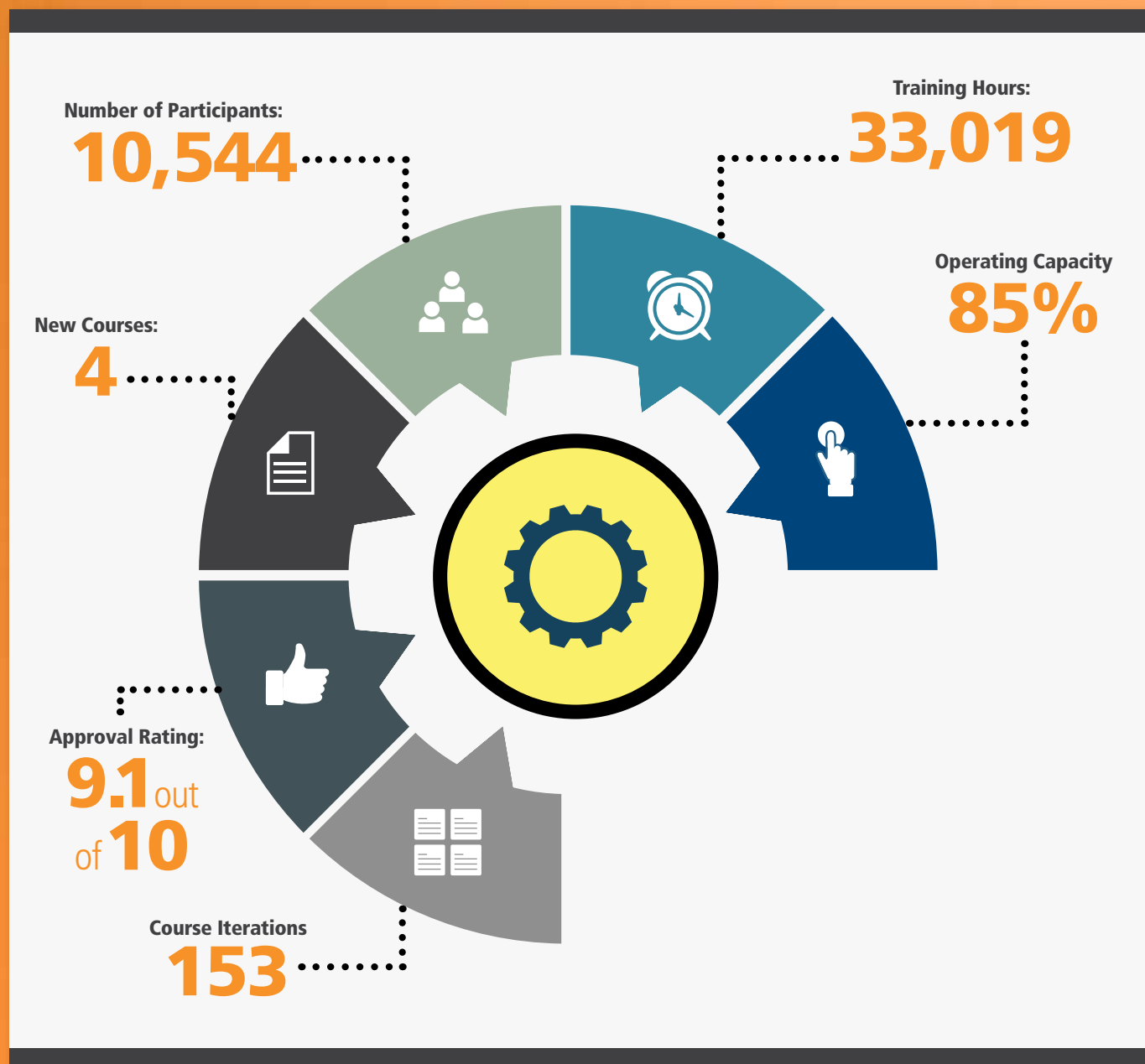
Highlights & Lowlights

Highlights:

- Extended business support services through the Business Operations Fundamentals (BOF), Commercial Rules and Tools (CRT) and Cyber Security Awareness Refresher (CSR) courses.

- New Business Operations courses: GAC Energy Services (GES), Advanced GAC Energy Services (AGES) and Warehouse Inventory Management (WIM).

- New GCA Newsletter produced in-house with Microsoft SWAY.

- Migrating course enrolment and administrative processes to the GACacademy application.

- A record number of GAC finance personnel completed the revamped GFR course in Q4, ensuring uptake of changes in the Group's financial reporting tools and processes.

- Significant improvement in online presence and engagement with the Group employees through uptake of Office365 tools for internal operations and external communication.

- New animation tools to enhance course delivery and participation.

Lowlights:

- Significant decrease in NEO enrolments as the pandemic affected new hires across the Group, particularly in the second half of the year.

- Pausing the development of the Learning Bites micro courses as core functions were prioritised in times of limited resources.

- Having to cancel workshops for 2020 due to social distancing rules. Virtual workshops will be offered in 2021 instead.
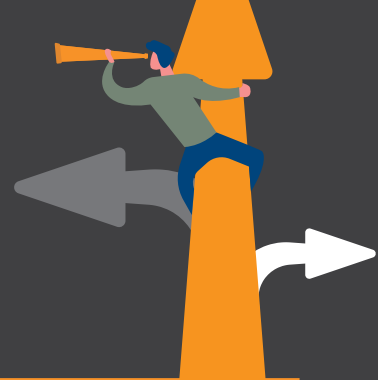
Scorecard

Number of Participants:
10,544

Training Hours:
33,019

New Courses:
4

Operating Capacity
85%

Approval Rating:
9.1 out of **10**

Course Iterations
153

2020 Course Scorecard

Actual	Forecast	Operating Capacity
153	**181**	**85%**

TOTAL COURSE

New Employee Orientation (NEO)	Forecast	Actual
Introduction to the GAC World (IGW)	42	27
Health, Safety, Security and Environment (HSSE)	42	26
Compliance and Ethics (CNE)	10	10
Cyber Security Awareness (CSA)	10	10
General Data Protection Regulation Awareness (GDPR)	10	9
Total	**114**	**82**

Business Communication	Forecast	Actual
Global English Programme (GEP)	2	2
Effective Business Writing (EBW)	2	2
Communication in the GAC World (CGW)	10	10
Total	**14**	**14**

Business Operations	Forecast	Actual
Freight Forwarding Fundamentals (FFF)	2	2
Oil and Gas Support Services (ONG)	0	1
GAC Energy Services (GES)	2	3
Advanced GAC Energy Services (AGES)	3	2
Shipping Agency Operations (SAO)	2	3
Warehouse Inventory Management (WIM)	2	2
Business Operations Fundamentals (BOF)	0	1
Total	**11**	**14**

Commercial	Forecast	Actual
LinkedIn For Sales (LFS)	1	2
GAC Sales Fundamentals (GSF)	1	1
Tender and Bid Management (TNB)	3	3
Commercial Rules and Tools (CRT)	0	2
Total	**5**	**8**

Business Performance	Forecast	Actual
GAC Finance Essentials (GFE)	2	1
GAC Financial Reporting (GFR)	1	4
GAC Internal Controls (GIC)	1	1
Total	4	6

Business Performance	Forecast	Actual
VUCA Intervention (VUCA)	0	0
Total	0	0

Professional Development	Forecast	Actual
Personal and Professional Development (PPD)	3	3
Effective Presentation Skills (EPS)	1	0
Effective Negotiation Skills (ENS)	0	0
Team-based Leadership (TBL)	1	1
Customer Service Excellence (CSE)	1	0
Customer Relationship Management (CRM)	2	0
Total	8	4

Business Application Training	Forecast	Actual
GACagent.NET (GAN)	2	2
GACfreight ENSCO (GFE)	1	1
GACfreight Oil and Gas (GFO)	1	0
Dolphin.NET (DON)	2	2
GACfreight.NET (GFN)	1	2
Working Smart with Office365 (WSO)	9	10
Total	16	17

Specialised	Forecast	Actual
IOSH Managing Safely (IMS)	4	3
DriverMetrics Profiling and eLearning Programme (DMP)	4	1
GLO Essentials (GLO)	0	1
US Export Compliance (UEC)	1	3
Cyber Security Awareness Refresher (CSR)	0	1
Compliance and Ethics Refresher (CNR)	0	1
Total	9	10

2020 GCA Annual
Award Winners

TOP REGIONAL OPERATING COMPANY 2020

EUR
GAC Services (UK) Ltd

AME
GAC Shipping (USA) Inc.

AFR
Gulf Agency Company
(Egypt) Limited

MEA
Gulf Agency Co.
Shj. Ltd. (Sharjah)

API
Gulf Agency Company
(Thailand) Ltd.

Top GLO 2020

MEA	**API**	**AME**	**EUR**	**AFR**
Gulf Agency Co. Shj. Ltd. (Sharjah)	Gulf Agency Company (Thailand) Ltd.	GAC Logistica Do Brasil Ltda	GAC Shipping S.A. (Greece)	Gulf Agency Company (Egypt) Limited
Katrina Jose & Krishna Narayana	**Gaysorn Lertmongkonnam**	**Marco Jacobsen**	**Socrates Zorbas**	**Marwan Maher**

Top Regional Participant 2020

| Region	Company	Name	Standing
AFR	**GAC Shipping (Nigeria) Limited**	Igey Iwori	Top Participant 2020
AFR	**GAC Shipping and Logistics Angola LDA**	Kosala Wijesinghe	Top Participant 2020 -1st Runner Up
AFR	**Gulf Agency Company (Egypt) Limited**	Sarah Wilson	Top Participant 2020 - 2nd Runner Up
AME	**GAC Logistics and Shipping (Guyana) Inc.**	Sarfraz Haniff	Top Participant 2020
AME	**GAC Logistics and Shipping (Guyana) Inc.**	Shonique Wray	Top Participant 2020 - 1st Runner Up
AME	**GAC Logistics and Shipping (Guyana) Inc.**	Ruth-Anne Richards	Top Participant 2020 - 2nd Runner Up
API	**Gulf Agency Company (Australia) Pty Ltd**	Darren Brown	Top Participant 2020
API	**GAC Pakistan (Private) Limited**	Mohsin Siddiqui	Top Participant 2020 - 1st Runner Up
API	**GAC Shipping Sri Lanka**	Shehani Fernando	Top Participant 2020 - 2nd Runner Up
EUR	**GAC Norway AS**	John Lahr	Top Participant 2020
EUR	**GAC Services (UK) Ltd**	Ben Williams	Top Participant 2020 - 1st Runner Up
EUR	**GAC Services (UK) Ltd**	Simon Jardine	Top Participant 2020 - 2nd Runner Up
MEA	**GAC Hub Services DWC-LLC**	Roldan Victoria	Top Participant 2020
MEA	**GAC Hub Services DWC-LLC**	Ernest Poh	Top Participant 2020 - 1st Runner Up
MEA	**Gulf Agency Co. (Bahrain) W.L.L.**	Abraham Joseph	Top Participant 2020 - 2nd Runner Up

Course Evaluation Insights:

In 2020 GCA implemented a new Course Evaluation questionnaire based on the New World Kirkpatrick's Model of Learning Evaluation to analyse and evaluate training programs' results.

The model includes 4 levels:

- Reaction: To what degree participants react favourably to the learning event

- Learning: To what degree participants acquire the intended knowledge, skills and attitudes based on their participation in the learning event

- Behaviour: To what degree participants apply what they learned during training when they are back on the job

- Results: To what degree targeted outcomes occur as a result of the learning event and subsequent reinforcement

To evaluate GCA courses, we included the first two levels of evaluation - Reaction and Learning. To check Reaction to relevant GCA courses we had questions on engagement levels (based on Participant, Line Manager, Facilitator and GLO support); the GAClearn platform, understanding why the course is being offered, relevance of topics to the job, and course recommendation. To verify Learning, questions on 'participants' perceived knowledge, attitude, confidence and commitment levels were included.

The new detailed questionnaire with multiple rating scales helped us gather quantitative data which could not otherwise be obtained through open-ended questions. We also adjusted the 'Personal Information' section of the questionnaire which allows us to analyse data based on GAC companies, regions, employment longevity, and age groups.

Reaction

Learning

Other Performance Measures
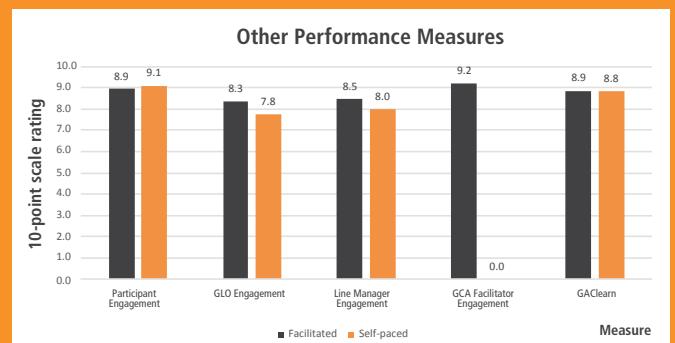
The data gathered will inform the Academy in:

- Implementing course content improvement in terms of relevance.
- Exploring ways to improve the engagement of all stakeholders involved in the learning process.
- Quantifying the overall satisfaction of participants on the courses we offer.
- Determining the attitude, confidence and commitment of participants in applying what they have learned on the job.

The 'Academy's threshold is 7 out of 10. However, we have consistently demonstrated, over the years, average scores of over 8 out of 10.

There are no red flags in the questionnaire results but the Academy will continually look for ways to sustain and improve these good scores.

The GAC Group is adjusting to operating in times of great uncertainty and volatile conditions. GCA, as the Group's learning partner, will do everything in its power in 2021 to maintain world-class learning opportunities for GAC Group employees despite the global challenges.

The Academy is well placed to continue supporting the Group's learning needs, with an established online learning platform and eLearning culture that suits the current needs of socially-distanced and remote learning, and a group of veteran facilitators well-versed in creating lively and engaging learning environments online.

We're excited to introduce a new suite of virtual workshops in 2021, as well as a new training category for HR Managers – exploring this suite of courses presents new opportunities for both GCA and the Group. Under development in 2021 is the new business application training course for the Pegasus platform being phased Group-wide. This project will include extensive changes in GCA's pedagogical style, including explainer videos, simulations and role-specific content. In addition, the upcoming Office Waves project, while not primarily GCA operated, will use GCA resources for content development purposes. 2021 will also see GAClearn transitioned from Moodle core to Moodle Workplace; a significant shift to a more visually appealing, efficient and intuitive platform.

Our focus, as always, is on creating meaningful learning opportunities for the GAC Group, and supporting the learning journeys of the Group, and each individual in the GAC Family.

The Year Ahead

The GCA
Team 2020

GCA Management Team

Patrik Halldén

Group Vice President -
Human Resources

Sherol Fernandes

Business Manager

Felicito Hernandez

Operations Manager

Dianne Fernandez

Customer Relationship
Supervisor

Anilla Figuerado

Learning and Development
Executive

Leah Linasan

Human Resources
Development Executive

GCA Facilitators

Amelia Chik	Charles Burkinshaw	Charlotte Henningsen	Cosima Brand
Crystal Dsouza	Danielle Ali Shah	Debbie Nicol	Heather Orange	Janet Wills
Karin Sandwall	Mona Sipahi	Ramachandran Nair	Tania Camara

academy.gac.com