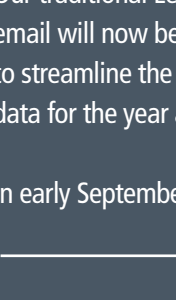


GAC CORPORATE ACADEMY NEWSLETTER

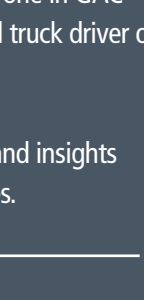
SEPTEMBER 2018

NEVER STOP LEARNING



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WELCOME MESSAGE



Patrik Hallden
Group Vice President – Human Resources

I AM DELIGHTED TO INTRODUCE THE SEPTEMBER ISSUE OF THE GAC CORPORATE ACADEMY NEWSLETTER.

At this time of the year, our Academy team is busy finalising the 2019 Prospectus and forecast schedule for next year. We always rely on your feedback to project and develop a motivating programme of courses and workshops.

The forecasting will now be initiated via our new GAC Corporate Academy Administrative System called GAC Academy. This fully-automated system, which is integrated with GAC, will optimise the day-to-day operations of GAC by providing quality data, reports and quick access to insights or business intelligence. Our traditional Learning and Development announcement email will now be sent via a template to all active companies to streamline the forecasting process and gather accurate data for the year ahead.

In early September we saw the re-launch of one of our long-

standing courses, Ship Agency Operations (SAO). This course has been redeveloped to a shorter 4-week course from the original 6-week format. The content is updated with additional new industry information, GAC business 'know-how' and more interactive and engaging content.

Another positive learning initiative is the introduction of a new driving-orientated course: the DriverMetrics Profiling and eLearning Programme (DMP). This scientifically-tested assessment tool with eLearning intervention is designed to address the behavioural and motivational factors associated with crash involvement, and is designed for anyone in GAC that drives a vehicle - whether as a professional truck driver or simply to-and-from work in your private car.

I hope you enjoy reading the following stories and insights of our many learning and development activities.



DELIVERING YOUR LEARNING STRATEGY IN 2019

The GAC Corporate Academy (GCA) has commenced its annual Learning and Development (L&D) forecasting process to develop its optimal schedule for 2019 to meet demand across the GAC World.

By aligning with the strategic goals of Delta 21, the focus of next year's schedule is to drive continuous business excellence, enabling growth and prosperity of our business, whilst ensuring GAC is structurally and operationally fit to meet the challenges of the 21st century.

The L&D forecast is a planning tool not only for GCA but for all GAC companies. By proactively identifying the learning requirements from each department and operating company, training plans and CSF 5 targets can be developed along with participant attendance schedules.

"Learning and development forecasting allows us to plan, set goals, and then measure our progress towards achieving our L&D targets. It also allows us to determine the level of interest for our new courses, which are set by the GAC Group's new initiatives and objectives," explains Sherol Fernandes, GCA's Business Manager.

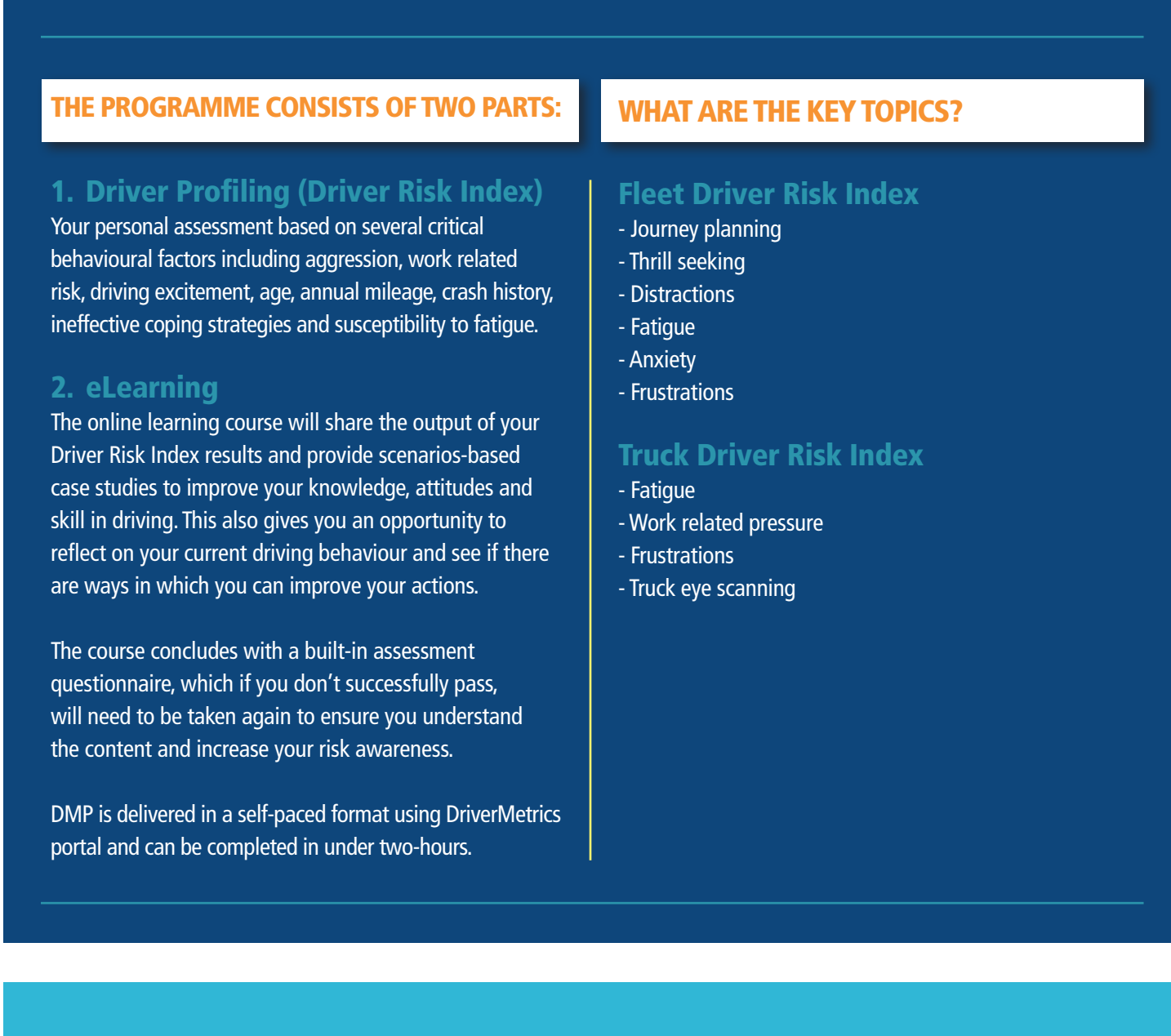
"Our forecasting continues to be close to accurate each year, thanks largely to the efforts of our global team of

GCA Liaison Officers (GLOs) who ensure personnel from their operating companies and regions are submitting their learning and development interest for the year ahead," says Sherol.

GCA Liaison Officers have also been strategically designed to provide a learning pathway based on the specific job role of the individual. As an example, a GAC sales representative can undertake various sales courses with opportunities to advance their knowledge, as well as complete additional soft skills such as perfecting their presentation skills or business writing proficiencies. This means that there is always something new and further advancement that individuals can take to support their career development.

The new GCA Course Prospectus and full course descriptions are available online or from your GLO. Please register your interest in courses with your GLO or line manager now.

FEATURED COURSE: SHIP AGENCY OPERATIONS (SAO)



The team at the GAC Corporate Academy review their extensive list of courses annually to ensure all content is relevant with up-to-date information from our industry and changes within our organisation.

This year, the Ship Agency Operations (SAO) has been redeveloped and re-launched to include more interactive content and recent case studies to help participants gain more profound insights into the complex world of shipping agency operations.

The course aims to establish a baseline of shared understanding about how agency services operate, the terminology that is used, the stakeholders involved, and the importance of maintaining strong customer relationships. It is designed for GAC personnel who are involved directly in ship agency operations, and those wishing to gain a better understanding of what is required in this side of our industry.

Over the four weeks, participants will follow this course to

develop strategies for how we can continuously improve the profitability and optimise our agency services whilst also gaining a better understanding of GAC's official shipping operational system – GACagent.

Participants will also have the opportunity to learn from other participants' experiences through forum interactions and sharing of case studies within the exercise modules.

Ship Agency Operations concludes with an Action Plan that gives individuals the opportunity to shape their future and implement strategies for their success.

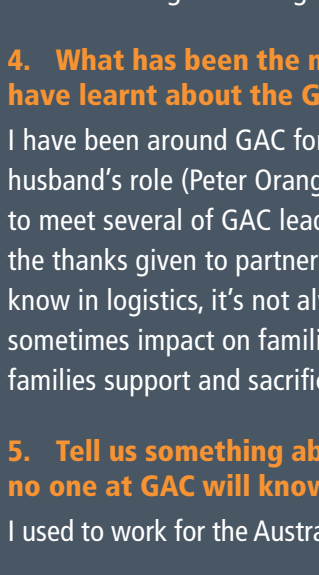
Keep to find out more? Please talk to your GCA Liaison Officer (GLO) or see our website for more details.

THE SHIP AGENCY OPERATIONS COURSE COVERS THE FOLLOWING TOPICS:

- The Ship Agent's Role in International Trade
- Ship Agency Terminology
- Ship Agency Processes
- Ship Agency Stakeholders
- Relationship between Shipping Commercial and Operations Teams
- Generating Additional Income
- Shipping Documentation and Legal
- GACagent.NET Overview

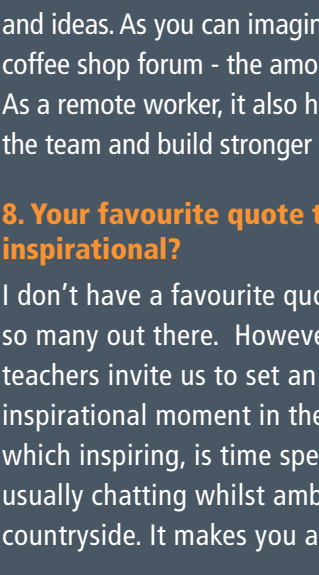
"The Ship Agency Operations course has been designed for GAC colleagues around the world with a direct relationship to the GAC Ship Agent role, and who use the GACagent business application.

The aim of the course is to ensure consistency and efficiency in our Ship Agent processes. It is also to help our frontline staff to keep abreast of the commercial and regulatory realities which ship agents face in the modern world. In combination, this will enhance our level of performance, drive revenue and improve our ability to deliver our customers' strategies."



Neil Godfrey
Group Sales Director
GAC Group

"In recent years, GAC has enjoyed strong growth in its shipping business. As we grow, it is important that this business throughout the GAC World remains aligned with the Group vision and processes. This allows us to consistently improve our revenue and maintain our reputation for excellence as we work to deliver our customers' strategies. The newly redeveloped Ship Agency Operations course will demonstrate that operational performance and commercial growth are inseparable. We must take care of our existing customers by delivering the services we promised and try to convert new ones at the same time. There is nothing more frustrating than carrying more and more water, only to discover that you have a leak in your bucket. Customers expect us to keep our word, nothing less. Importantly, if we do a good job maybe that customer will give us even more business!"



Stuart Bowie
Group Vice President, Commercial
GAC Group



MAKING DRIVER SAFETY A PRIORITY

The number one cause of motor vehicle accidents is distracted driving. Are you 100% focused each time you get behind the wheel?

Every time we drive a vehicle, we take the risk of potentially being involved in a car accident. Many factors are beyond our control – but as drivers, we also have a responsibility to others on the roads we share.

Since 2014, GAC has recorded more than 180 vehicle accidents, at a cost to GAC companies of more than USD 170,000. Research shows that driver behaviour is a contributing factor in over 90% of road crashes, so GAC drivers and their companies have much to gain by identifying the driver risk index, which highlights the extent to which driver's attitude and actions at the wheel can increase or decrease the likelihood of being involved in a crash.

The new DriverMetrics Profiling and eLearning Programme (DMP) course is a unique and scientifically-tested online assessment tool designed to address the behavioural and motivational factors associated with crash involvement. The course provides an individual assessment of GAC drivers and suggests behavioural change interventions through in-depth eLearning modules.

Published research demonstrates employees who complete this course improve their knowledge, attitudes and behaviours in driving, and has shown a drastic reduction in company accidents.

Want to find out more? Contact your GCA Liaison Officer (GLO) or see our website for more details.



THE PROGRAMME CONSISTS OF TWO PARTS:

- 1. Driver Profiling (Driver Risk Index)**
Your personal assessment based on several critical behavioural factors including aggression, work related risk, driving excitement, age, annual mileage, crash history, ineffective coping strategies and susceptibility to fatigue.
- 2. eLearning**
The online learning course will share the output of your Driver Risk Index results and provide scenarios-based case studies to improve your knowledge, attitudes and skill in driving. This also gives you an opportunity to reflect on your current driving behaviour and see if there are ways in which you can improve your actions.

The course concludes with a built-in assessment questionnaire, which if you don't successfully pass, will need to be taken again to ensure you understand the content and increase your risk awareness.

DMP is delivered in a self-paced format using DriverMetrics portal and can be completed in under two-hours.

WHAT ARE THE KEY TOPICS?

- Fleet Driver Risk Index**
 - Journey planning
 - Thrill seeking
 - Distractions
 - Fatigue
 - Anxiety
 - Frustrations
- Truck Driver Risk Index**
 - Fatigue
 - Work related pressure
 - Frustrations
 - Truck eye scanning

SUCCESSFUL LAUNCH OF SHORTER COURSES

The Academy's foundation courses Introduction to the GAC World (IGW) and Health, Safety, Security and Environment (HSSE) were reduced to a shorter format from 4-weeks to 2-weeks and launched in June. The decision to implement this change in duration came directly from discussions at the first Group Management Meeting (GMM).

The two courses are now presented in a more concise version, full of relevant information, interactive content; and will continue to be facilitated by our professional team of facilitators.

The three mandatory New Employee Orientation (NEO) courses, which also includes Compliance and Ethics (CME), have been specifically developed to ensure all our personnel, especially new joiners, have the core understanding of our business and firm comprehension of our Delta-21 strategic vision as they embark on their GAC career. Moreover, these courses introduce our new employees to the GAC culture, GAC Spirit and the values we work towards.

If you are new to GAC and haven't had the chance to enrol and complete all three courses, please arrange to do so by speaking to your GCA Liaison Officer (GLO) today or see our website for more details.

"The most rewarding aspect of the course was getting to know our different scope of work that has been carried out by different branches of GAC and making contact with our colleagues around the world."

"I was very impressed with the content and presentation of the course. I have not seen anything as good before."

"IGW is very informative and a good platform to get to know your new colleagues & GAC activities worldwide."

"The GAClearn platform is very concise, accurate and interesting. From the history of the GAC, it makes the training more interesting and fun to go through."

"It is one of the greatest ways of getting educated and interact with different people with different thoughts. GAC learning is very well supported with qualified and experienced people."

"The learning process is excellent. Learning HSSE was made so easy."

"The course was delivered in an interesting way and it clearly outlines the HSSE policies and its importance."

"It was really an amazing course, we learnt a lot about HSSE."

ACADEMY PROFILE FACILITATOR - HEATHER ORANGE

1. How long have you worked at GCA?

Since 2012

2. What do you enjoy most about your role?

I enjoy the interaction with participants from all over the world. Meeting them in the coffee shop and in the forum activities. Our Health, Safety, Security and Environment courses, make a real difference by raising awareness. The great thing is that it's not just useful in the workplace work but in our home life too.

3. What challenges do you face?

The biggest challenge can be getting participants to interact in the forums. Sometimes conversations flow, and sometimes we have to work extra hard to encourage engagement. When you see a reluctant participant turn into a conscientious one, eager to engage, learn and share information it gives me a great sense of job satisfaction.

4. What has been the most surprising thing you have learnt about the GAC Group so far?

I have been around GAC for 20 years now through my husband's role (Peter Orange). I have been fortunate to meet several of GAC leaders. I was appreciative of the thanks given to partners of GAC employees. As we know in logistics, it's not always a 9-5 job, and this does sometimes impact on families. It was nice to have the families support and sacrifices recognised.

5. Tell us something about your career/work that no one at GAC will know!

I used to work for the Australian Business in the Gulf

Group in Dubai, organising lunches, dinners and their annual event. One particular event GAC was storing the beverages in the Jebel Ali warehouse. Unfortunately when it came time to deliver the paperwork was incorrect (no fault of GAC's I might add). We had a back up plan to purchase from the hotel which would have blown the years budget. However, thanks to Peter's contacts and a lot of persuasions we managed to get the beverages delivered with 15 minutes to spare. Only one person commented that the temperature of the white was a little warm!

6. You completed the GCA Facilitator Course earlier this year – can you tell us a bit more about how you found this learning experience?

The course was terrific, we learned a lot, both consolidating the methods we are already using and learning new ways to help us get the best from our participants. It was also an excellent way to interact with our fellow facilitators, and to be able to share experiences and ideas. As you can imagine we made good use of the coffee shop forum – the amount of activity was huge! As a remote worker, it also helped me to feel closer to the team and build stronger relationships.

8. Your favourite quote that you find inspirational?

I don't have a favourite quote because there are so many out there. However, each week my yoga teachers invite us to set an intention, and I find it an inspirational moment in the week. Also special, and which inspiring, is time spent with family and friends, usually chatting whilst ambulating through beautiful countryside. It makes you appreciate the world.

YOUR GAC SPIRIT STORIES

Story 1

"Having been quite new in GAC India, I have developed a cordial and professional relationship with most of my colleagues and seniors as well. Being new in this industry my immediate senior has literally held my hand through each minute step of the work process. She lets me make my own mistakes and learn from them myself, making me more confident about myself. We share a great working relationship."

Around a week back she noticed a rather disturbed me. She asked me if it was something personal or professional. I answered personal; she asked me if I would like to share it. I told her that my native town (Kerala) had been hit by massive floods and many people had become homeless as the violent floods had destroyed everything. There was no way to reach them as trains had stopped and flights had been cancelled as the Kochi airport was submerged in water.

She immediately called GAC Cochin office for a better understanding of the situation. It was informed that the office was closed due to heavy rains resulting in floods, with most of the employees being stranded in the office. She put a light hand on my shoulder and asked me - "How can we help?" I said there is a chief ministers fund where we could donate funds for the flood relief.

When I reached office the next day, a signed agreement was being circulated. When the circular reached my desk, it read that the undersigned employees are willing to donate one day's salary to the flood victims as well as arranging some non-perishable food items and packaged drinking water for the victims as well. This gesture showed me the true spirit of the GAC Family, where providing a day's salary for a stranger's health and safety is an act of selflessness."

Anita Menon
IGW 1837
GAC (Shipping) India

Story 2

"In recent years, GAC has enjoyed strong growth in its shipping business. As we grow, it is important that this business throughout the GAC World remains aligned with the Group vision and processes. This allows us to consistently improve our revenue and maintain our reputation for excellence as we work to deliver our customers' strategies. The newly redeveloped Ship Agency Operations course will demonstrate that operational performance and commercial growth are inseparable. We must take care of our existing customers by delivering the services we promised and try to convert new ones at the same time.

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Geoff Hutcheson
IGW1837
GAC Australia

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