



GCA New Employee Orientation (NEO) Policy

August 2024

The GAC Group is committed to ensuring a skilled and motivated workforce, who understand the history, culture, and values of the organisation. To ensure that new joiners embrace GAC's culture and values, a set of mandatory, competency-based courses form the GAC NEO programme. These are:

- Introduction to the GAC World (IGW)
- Compliance and Ethics (CNE)
- Health, Safety, Security, Environment (HSSE)
- General Data Protection Regulations Awareness (GDPR)
- Cyber Security Awareness (CSA)

All new employees are required to complete these courses within the probation period specified after joining. Line Managers and GLOs are needed to counsel employees on this policy and support them in ensuring successful completion.

Historically, there has been a strong relationship between a new employee's performance in NEO, and their longevity, value, and attitude towards their job role. Success in the NEO programme is considered to be a powerful "predictive indicator" of an employee's future success in their role. Accordingly, the probation clause within a contract of employment/letter of offer for a new employee is to be aligned with and contingent upon the successful completion of the NEO programme. Employees who are deemed "incomplete" in their NEO programme should not have their permanent employment confirmed until the Operating Company has evidence of successful completion of the mandatory courses.

This instruction was issued under the authority of the Group Vice President – Human Resources, GAC Corporate Headquarters, in November 2013. It applies to all GAC Group operating entities and relevant personnel.