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Compliance – Your Move



Comply or else...



Compliance is a whip that drives every company involved in business, be it local or international. It is complex to understand and challenging to implement. It requires investment in people, processes, systems, training and communication. This last item is critical because compliance, in the end, is all about attitude. Whether you are complying with sanctions or safety standards or your own code of ethics, you have to bring everyone along because everyone is touched by it. As such, compliance can no longer be viewed as simply a cost. When done right, it contributes to the bottom line by keeping a company free of the crippling penalties that arise from getting things wrong.

GAC has for several years been running mandatory compliance training courses at its Corporate Academy. Every GAC staff member and manager up to and including the Group President does the course and the refreshers. Nobody can shrug their shoulders and say they didn't know the rules. We take compliance seriously and we're sharing our approach to this topic starting on page 8.



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Hello Sailor!

Meanwhile, maritime authorities are increasing the number of courses seafarers must do to achieve and maintain compliant standards. In response, GAC has teamed up with ATPI Griffinstone to provide a travel and training solution for seafarers doing these mandatory courses. More on this opposite.

A Gong for Meena

When things go wrong at sea or in port, shipowners and P&I clubs get on the phone to the correspondent closest to the action. Meena Mathews, GAC's P&I regional manager in the Middle East, has received the International Maritime Club's 2016 award for excellence in marine claims management. As Meena would say, 'it's all about the details' and you will find the details on page 4.

Recognition

One million man-hours equate to about 114 man-years. Whichever way you slice it and dice it, it's a big number. It's the time that's elapsed since GAC North America had a lost-time incident. And we're still counting. See page 3.

The Black Swan

A black swan event is something that's completely unexpected and usually disastrous. Think Syrian refugee crisis, the Nepal earthquake or the plunging oil price. Or think about GAC Russia's Arkady Podkopaev dealing with the sudden application of sanctions against his country following military clashes on its border with Ukraine (page 10). These events happen all the time and defy our best efforts to prepare for them. You cannot stop them. What you can do is respond effectively. This takes planning and committed investment in your response capacity. Interestingly, by raising awareness about compliance issues, health and safety, financial probity etc, we help our people and our customers to be better able to withstand the shocks that black swans bring. We'll never be perfect but we will always be better today than yesterday.

Gurumurthi Shankar

Editor

Travel and training package for marine and energy industries



GAC Training and Service Solutions (GTSS) has announced an agreement with ATPI Griffinstone to provide the first integrated travel and training package for seafarers doing mandatory courses.

ATPI Griffinstone, part of the ATPI Group, is a leader in travel solutions for the shipping and energy industries. The agreement provides integrated training and travel packages covering courses required under the International Convention on Standards of Training, Certification & Watchkeeping for Seafarers (STCW) and Offshore Petroleum Industry Training (OPITO).

Forthcoming changes to STCW rules will require crew to refresh their training every five years from 2017. The GAC-ATPI service will improve access to convenient, cost-effective crew training worldwide.

Value and flexibility

Christer Sjödoff, GAC Group Vice President, Commercial, says:

"The launch of this comprehensive service is an important next step in improving training and education for the shipping and offshore industries, particularly to help ship operators and managers respond to new training requirements."

"ATPI Griffinstone provides our customers with significant economies of scale, international reach and sector-specific technology for efficient travel planning to training locations globally. When combined with our breadth of approved training facilities, this will deliver real value and flexibility."

Global learning

The STCW and OPITO mandatory courses are launching first in the UK with a further 11 approved facilities entering the programme during the year covering Thailand, The Philippines, Malaysia, USA, Canada, Ireland, UAE and South Africa. **GW**

One million hours

GAC North America is celebrating a milestone: 1 million man-hours worked without a single lost time incident. It's a record for the region and a first for the GAC Group globally.

Some of the staff who made it possible recently gathered at GAC's Houston office to commemorate the accomplishment. Among them was Adrian Randle, HSSE and Compliance Manager – GAC North America, who says: "Safety will always be a group effort and a top priority. This is a huge milestone and I am very proud of the team's commitment to safety." **GW**



Chevron appoints GML for fleet project



Chevron Shipping Co has appointed GAC Marine Logistics Singapore to handle ship spares for its new fleet of LNG carriers.

Under the agreement, GML will move components including engines, propellers and generators from Europe and the USA to Busan in South Korea, to be held in storage for Chevron's ongoing LNG project. GML Singapore is working with colleagues in Germany, the Project Logistics Team in Sweden and other GAC offices in Europe to fulfill the scope of work. **GW**

The Ministry visits Bergen

As part of ongoing efforts to tackle industry challenges, GAC Norway recently welcomed a delegation from the country's Industry and Fisheries Ministry.

Seven representatives from the Ministry met with staff from GAC Norway's head office in Bergen for discussions on issues including:

- the need for consistency of services, invoicing and pricing levels at different ports
- the flexibility required to meet demands for round-the-clock service
- aspects of Norwegian employment law
- the issue of monopolies arising where a port signs an agreement with a supplier, eliminating the possibility of using other providers.

Productive

Mikael Rodseth, GAC Norway's General Manager, says it was a productive meeting.

"It was good to have the opportunity to express our concerns to the Ministry and in return we received some good tips," he says. "We are already acting upon these to help resolve some of the issues we face. GAC Norway is playing an active role in working towards a change."

A letter from the Ministry thanked GAC for the meeting, describing the visit as "educational, interesting and inspiring". **GW**

Excellence Award for P&I Manager

The International Maritime Club (IMC) has presented Meena Mathews, GAC's Regional P&I Manager for the Middle East, with its Excellence in Marine Claims Management award.

Mathews was nominated by the Club's committee of industry specialists for her work in protection and indemnity and insurance over the past year.

Sohan Roy, President of the IMC, says: "The Awards are part of IMC's remit to recognise and honour achievements by exceptional professionals. They are an extension of our mission to develop the maritime industry regionwide through ideas, knowledge, and professional development." **GW**



For more about the IMC visit
<http://internationalmaritimeclub.com>

Ready for disaster?



Companies that suffer a major loss of business data:

43%
never reopen

29%
close within two years

Imagine the scene: you're hard at work when there's a massive IT system failure. With more and more operations coordinated through e-mail and business applications, it's a potential disaster on your desktop.

That's why IT managers at GAC companies are working to ensure we're prepared for such a disaster and can all get back to work with minimal disruption.

Threats

Threats to IT systems can be either natural (floods, earthquakes, hurricanes, tsunamis, volcanic eruptions,

etc) or man-made (cyber attack, bio-terrorism, bombing, infrastructure failure or toxic spills).

While it's difficult to predict and prevent such events, smart planning can ensure that the impact on vital IT is mitigated and the damage done to business is manageable.

Time and money need to be invested to reduce the impact of a disruptive event. The potential costs of not being prepared are considerably greater. Statistics show that 43% of companies that suffer a major loss of business data never reopen and 29% close within two years.

Testing, testing

A key element of those efforts involves testing the systems and all staff who could be affected. GAC Singapore was recently the first company to conduct such an extensive exercise. IT Manager Tony Lin led a team of four for a drill conducted between 1400 and 1730 hours on a busy Tuesday afternoon.

All operations continued as normal, the systems passed the test, and the exercise raised awareness of the potential for disaster and how to react. **GW**



MILESTONES

Celebrating 30

Three decades of GAC operations in Jordan were celebrated in style at a reception for customers, suppliers, friends and supporters at the InterContinental Hotel in Amman.

The GAC Jordan story started in 1985 when GAC formed a partnership with the Kawar Group. Thirty years later, GAC's Group Vice President – Middle East, Lars Bergström, GAC Jordan's Managing Director Ghassoub Kawar, and General Manager Ibrahim Attieh welcomed guests to the gala event. Among the guests were major customers as well as the Swedish Ambassador to Jordan, Helena Rietz. **GW**



More LNG support

GAC has formed a dedicated team to meet growing global demand for specialised support services for Liquefied Natural Gas (LNG) carrier operations.

Production surge

The Group already has decades of experience serving LNG carriers around the world, handling about 1,000 port calls annually.

The decision to form GAC LNG Services was made in response to the recent surge in global production, particularly in North America, bringing with it growing demand from ship owners, suppliers, buyers and receivers for greater LNG expertise among service providers.

Headquartered in North America, GAC LNG Services draws its expertise from across the GAC global network. It is headed by Bob Bandos, GAC North America's Managing Director – Shipping, with the support of Howard Candelet, former Vice President for BG Shipping & Trading, who brings years of shipping and commercial experience to the team.

Opening market

Says Bandos: "The LNG market is now poised to open up dramatically with exports from the US. For the first time, LNG is being sold to new players. Many companies have identified the commercial opportunity this presents but need the marine expertise to handle the shipping side of the business. That is where GAC LNG Services has a role to play."

"LNG shipping has complex and demanding regulatory, technical and operational requirements that call for specialist knowledge. GAC LNG Services provides the technical services required to manage these requirements and support safe, compliant and efficient port calls for gas carriers."

It's global

GAC LNG Services has a strong US focus in light of the emergence of US shale gas as an important driver of the business. However, Tim Karl, GAC North America's Business Manager for LNG Services says its capabilities extend globally through the Group's worldwide network, providing customers with 24/7 coverage wherever they need it.

"The agent is a vital link in the LNG supply chain, ensuring that port calls by gas carriers are conducted safely and efficiently," he adds. "GAC LNG Services is a full service solution spanning chartering, voyage operations, technical and commercial information." **GW**



Bob Bandos



Tim Karl



Well Met in Scapa Flow

GAC UK's Charlotte Thomson braved January conditions at Scapa Flow in Scotland's Orkney Islands to oversee the transfer of LNG from the gas carrier 'Arctic Princess' to the waiting vessel 'Excelerate'.

It was the fourth time that a Ship-To-Ship (STS) transfer had been conducted in the Flow and the third time that GAC had been involved in the planning and execution.

Charlotte says it required close cooperation with vessel owners and local authorities to ensure a smooth operation: "Since our first commercial LNG STS operation at Scapa back in 2007, we have worked closely with Excelerate Energy and formed a long-standing relationship with Höegh's Arctic Princess. So we're well-versed in the many and varied support needs of STS operations." **GW**



The Case for Compliance

Uncertainty and complexity in business, society and politics is putting increasing emphasis on being compliant. Being compliant signals a company's trustworthiness to customers, suppliers and governments. But it takes discipline and diligence to be compliant and you need a clear programme to follow.



by
Pia Lindberg
GAC Group
Compliance
Manager

The High Cost of Non-Compliance

Non-compliance can destroy a company's wealth and reputation. Big financial and safety compliance failures attract billion-dollar fines and vaporise brands. Think of the 2010 drilling rig blowout in the Mexican Gulf or some of the penalties handed out to big American and European Banks following the global financial crisis. Even something as fleeting as providing bunkers to a vessel from a sanctioned country can wind up costing hundreds of thousands of dollars.

Shipping and logistics businesses are uniquely exposed to a range of compliance risks:

- Sanctions can cover both countries and vessels
- Customs and port regulations are plentiful and complex
- Bribery in its various forms is common in some jurisdictions
- Financial transactions and taxation compliance are tracked and checked relentlessly.



Bribery is a problem.

"No country is immune from the impact of bribery, but doing business in certain countries comes with an increased risk of prosecution for bribery. China, Nigeria, India, Russia, Brazil and Indonesia have been the focus of enforcement activity. Compliance professionals should be aware that these countries might have both an increased risk of bribery and an increased risk of prosecution as authorities focus on these countries. Compliance efforts should be tailored to the challenges faced in these countries, such as doing more in-depth due diligence, ensuring triggered audit rights in contracts with third parties or stricter compliance requirements for agents or joint venture partners."

Alexandra Wrage, President and Founder of Trace International

Several years ago, GAC formed a dedicated Compliance Team that undertakes a wide range of checks and reviews to ensure accurate adherence in all compliance matters. This work extends beyond GAC to our customers and suppliers. GAC's role as an intermediary between customers and authorities puts it in a position where it can assist customers whenever a risk is detected that may be putting their compliance standing in jeopardy.

In the area of sanctions, the Compliance Team maintains a subscription to Lloyd's List's online vessel database so that a vessel's credentials can be checked. Separate risk assessments from the Compliance Team cover freight forwarding and logistics.

Programme

To manage compliance matters and work positively with customers, a responsible company needs a robust compliance programme. GAC's programme consists of seven elements:

- Senior management responsibility
- Control and supervision

- Policies and procedures
- Training and awareness
- Monitoring
- Regulatory relations
- Risk and reporting

The programme is under constant development and review to ensure all elements continue to fulfil regulatory requirements and company standards.

Guidelines

The Compliance Team publishes compliance guidelines for all company managers and there is also an annual and mandatory online compliance audit - a self-assessment that lets companies review their compliance fitness and take appropriate actions where needed.

Field Audit

Compliance is such an essential requirement these days that field audits at individual companies were introduced in 2015. The audits cover:

- General compliance
- Human Resources (HR) compliance
- Health, Safety, Security & Environment (HSSE) compliance
- Commercial and purchasing compliance
- Legal compliance
- Corporate secretarial compliance

Advice

Being compliant can be a complex and demanding process. But non-compliance is far more of a problem. If there is the slightest doubt about whether the business you are intending to do is compliant, get advice. **GW**

“Full compliance with competition law is of utmost importance given that even the smallest violations by shipping companies can result in penalties of up to 10% of company turnover, potentially amounting to hundreds of millions of dollars.”

International Chamber of Shipping Annual Report 2015

Sanctions: It's (not) the end of the world as we know it

Once upon a time - when the political climate was warmer - Russia was a member of the G8 and a major partner with the EU and US. Oil was over 100 USD per barrel and the country's offshore sector was set to boom.



Arkady Podkopaev, General Manager of GAC Russia, explains that while international sanctions present problems for those operating in the sanctioned country, they can also herald changes that lead to greater strength.

Russian state-owned oil majors holding licenses for dozens of offshore blocks were setting up joint ventures with international companies to bring in foreign investment and expertise to boost exploration in the Arctic, Black Sea and Far East regions.

GAC Russia was keen to join in. We worked hard for almost five years to win a joint venture contract to set up a base in the port of Novorossiysk providing logistics and shipping services for deep water drilling ops in the Black Sea. The project promised to be a game changer for GAC Russia. It was an exciting time for us.

Political bombshell, commercial fall-out

Our supply base team brainstormed to identify the risks we might encounter. They came up with a long list, including limited and obsolete port infrastructure and poor operations and HSSE culture among local subcontractors.

One thing our list didn't include was the domino effect of political events a few months later. Ukraine's President was toppled, Russia annexed Crimea and conflict broke out in Eastern Ukraine. As a result, the US and EU imposed sanctions forbidding export of technologies to Russia and blocking financing of Arctic and deep water drilling.

It was a major blow. The most immediate effect was the cessation of payments for services already provided or underway. But we couldn't put on hold contracts with local subcontractors, made in accordance with the Russian law, as the foreign sanctions were unlikely to be considered a force majeure by any concerned parties, including the Russian courts.

Shortly afterwards, our client stopped all official communication with its contractors. They had to because the mere fact of correspondence could have been interpreted as a violation of sanctions. All communication was channeled through their legal department, whose policy seemed to be "silence is golden". We were in the dark about when we would be paid, and in turn couldn't advise our creditors when we could pay them.

Life goes on

But life went on and so did business, though it was far from "as usual". Although the number of business opportunities decreased, GAC Russia still bid for oil and gas projects and shipping jobs.

The sanctions are complex and worded quite vaguely, making them open to different interpretations and easy to misunderstand. From the beginning we took the advice of GAC's Compliance Team. Later, we contracted an international legal firm specialising in sanctions and since then, before even signaling our intent to participate in a tender, the lawyers first check if the business and the client fall under the scope of the sanctions. Only after we have their go-ahead can we start work on our proposals.

The cost of sanctions...

It's an expensive business in more ways than one. I squirm every time I have to forward another question to our lawyers, but the cost of violating sanctions through ignorance would be significant, both for GAC Russia and the whole GAC Group.

The international banks are extremely cautious and stop transactions at the slightest suspicion of a sanctions violation. We recently encountered a problem with American correspondent banks blocking transfers of disbursement funds from GAC's Global Hub Service to our office in Novorossiysk. As it turned out, the city of Novorossiysk had been confused with Novorossiya, a republic which was never set up in the Eastern Ukraine but was sanctioned nonetheless. It may seem like a trivial error but it's one that put our shipping business in jeopardy.

...and the unexpected rewards

Sanctions have recently been extended for another half-year. Although we all hope they will be lifted sooner rather than later, we cannot just sit around and wait for it to happen. Instead, we've used this time as an opportunity to reassess those parts of our business which are unaffected by sanctions to see what can be done better. As a result, we are now reviewing our ship agency business model and are also developing a unique service value proposition which will distinguish us from our competitors.

The limitations imposed by sanctions are a good creativity booster. It's a good time to create new business and find new market niches, such as our plans for an Arctic Convoy web resource to optimise traffic along the Northern Sea Route and for a comprehensive agency service for vessels transiting that route. It's an idea that's supported by government organisations and has good chances of implementation.

That's our winning formula when dealing with the unexpected. Sanctions, like any other major unforeseen event, shake up our status quo and present us with problems. But they also provide us with an opportunity to challenge our team to get creative and use change as a catalyst for new thinking and new success. **GW**

Taleb's Black Swan scripts Arkady's sanctions journey

Shortly before the Novorossiysk Base contract was awarded, Arkady Podkopaev read "The Black Swan" by Nassim Taleb. It's about unpredictable and unfathomable events affecting the history of humankind. The reason for the title is that Europeans didn't know that black swans existed until they made it to Australia. Taleb's point is that political and military conflicts, economic crises, climate changes and so on are 'black swan' events that catch us off guard every time – and always will. The origins of such events are understood and explained only in hindsight and are rarely if ever predicted.

For Arkady, Taleb's words proved completely accurate. After reading the book, he initiated a major brainstorming process among his people to ensure they could identify potential risks and disasters and take suitable action. Unfortunately, the team's efforts didn't include a sudden turn of events in Ukraine (see main story). Nevertheless, Arkady recommends the final chapter of the Taleb's book where the author provides advice on how to prepare for 'black swans'. **GW**



The Challenge of Sanctions in a Compliant World



by
Emma Holt,
GAC Group
Corporate
Secretary

Increasingly, compliance is an imperative requirement that is constantly under scrutiny. It is not only one's own house that must be in order but the houses of those with whom we engage. Many elements mould our approach to compliance and change the ways we work – not least sanctions.

Mention of sanctions causes many to flinch. They can impact an organisation in a variety of ways, and are a legal minefield. International businesses must keep up to date to avoid falling foul of changing restrictions.

The shipping, marine and logistics industries are among the most exposed to sanctions. They operate within a largely unregulated and thus rather precarious industry, and on an international platform. They often work with third parties they need to trust to ensure their own compliance, and in jurisdictions in which they need to tread carefully.

Case study: Iran

Iran is perhaps the best-known example of the application of sanctions, originally put in place in response to its programme to develop nuclear weapons. With the Joint Comprehensive Plan of Action in place, many believe that upon the lifting of such sanctions, Iran will be a goldmine of opportunities.

In the eye of the entrepreneur it certainly would be. Iran is in desperate need of infrastructure development whether it be hospitals, roads, education, energy and much more. But even if trading sanctions are lifted, other sanctions will remain in place. Sanctioned individuals or organisations will still be subject to restrictions. With up to 60% of the Iranian economy reportedly in the hands of the Islamic Revolutionary Guards Corps, a large chunk of potential trade with the country will probably continue to be subject to restrictions. It prompts the question whether

we can still conduct business as sanctions are lifted and, if so, to what extent.

Cautious approach

The Iran example shows that the gradual or partial lifting of sanctions does not automatically mean that corporations can flick the switch and commence active trading with the concerned country, organisation or individual. There are things to check, things to monitor and things to ensure we don't do.

A cautious and well-informed approach must be applied.

Sanctions affect both the way in which we operate and the relationships we hold. Third parties such as banks are particularly vigilant when business is being conducted with a recently de-sanctioned individual, organisation or country, as they have to be certain that they are not in any way involved in a prohibited operation or transaction. If a bank has concerns about a client's ability to transact or work with a third party, it may refuse to remit funds. It may also restrict the services offered and in some cases entirely block accounts. Even though trading companies and service providers deem a trade or operation to be in compliance with the revised sanctions, financial and regulatory institutions may not agree.

Due diligence

To ensure that companies know whom they are dealing with, due diligence is a must.

Requesting documents such as recently attested passport copies or organisational structure charts and constitutional documents help to give an insight into who you are working with and who the ultimate beneficial owner is. Without clearly identifying these third parties, it is impossible to ensure that the person or organisation is not subject to sanctions or that the origin of goods is where it is claimed to be.

Actively safeguarding against risks requires strict adherence to compliance protocols, making sure you really know your customer and staying up-to-the-minute with the sanctions in place. In the GAC Group this is achieved through the work of its dedicated Compliance Team. These experts have the know-how and background to help steer the Group clear of business with any sanctioned entities, no matter how complex and murky the fine print may be. **gw**

// The gradual or partial lifting of sanctions does not automatically mean that corporations can flick the switch and commence active trading. //

Compliance and Blood: Safety at work, Safety at home, Safety everywhere



by
Constantin Draghici
Group HSSE Manager

Ten years ago, one of our tugable seamen died when a steel line pinned him against a crash barrier. It happened in a flash. Blood and death are brutal things. So too are concussion and broken bones. For that matter, even a paper cut causes pain and interrupts work.

The problem has always been how to get everyone to take safety seriously: to adopt safe practices as part of their daily working culture. Humans have an evolutionary tendency to downplay risks and overplay our ability to handle ourselves.

I recall an old video where a bare-chested man is out in the hot sun pouring gasoline from a jerrycan into a generator with a cigarette dangling from his mouth. Looking at the camera, he says 'she'll be right mate'. And she was. No fire erupted. No limbs were burnt black. No hair was lost.

That's the problem. Every time we don't die, fry, trip or cut ourselves, we assume we're safe. Accidents happen to others.

Building a safe working culture requires a solid plan, lots of creativity, and relentless persistence. You are asking colleagues to reset their minds about safety, to lift their moment-to-moment awareness about what they're doing and keep it sharp. It's a transition of attitude that can happen in an instant or may take years to reach some.



Framework

We now have global standards to guide us. We have documented the risks, analysed them and found solutions – safe practices. Now we have framework documents, processes and procedures, posters in canteens, training drills, newsletters, workshops, videos, articles and container loads of powerpoint slides.

And it works. I have watched managers and staff in GAC change their thinking and their actions. Office staff, warehouse staff, crews, drivers, they do things differently now. Some people bluntly refuse to recognise risks, but they are a dying breed. And it is encouraging to see how many people now know what to look out for, how to avoid unsafe actions and how to share those practices with their colleagues.

Confidence in demand

A good safety procedure, well-followed, builds confidence with customers who want the assurance that their suppliers and service providers put safety first and can be seen to do so.

That's why we have all the posters, drills, presentations and videos. The action you take is a measure of how serious you are about safety at work.

Confidence is rewarding. It improves the happiness of customers, investors, partners, governments, managers, staff, families, even shareholders.



The plan

To build safety into the fabric of your operations, you need a working environment where the risks are known and controls exist for them. You can achieve this by:

- managing HSSE matters as any other critical business activity
- promoting a culture in which all employees share this commitment
- Assigning clear roles and responsibilities at all levels, reviewing practices and recognising contributions
- Allocating adequate resources.

GAC now has a comprehensive documentation of all HSSE Group Procedures. They are simple, light on text and supported by strong visuals. They're user friendly. This approach has improved the way we communicate essential values, attitudes and practices.

We have produced a suite of short HSSE videos covering everything from sitting in a chair to climbing aboard a ship. All new employees must complete a four-week online HSSE course.

We have GACHsse, a web based system that supports our main processes and the management of Audits, Inspections and HSSE Incidents.

Review

Does it work? Thankfully yes! People think and respond when you persist.

In November 2015, GAC surveyed 4213 staff about HSSE matters and 3827 responded. That alone shows how switched on people are about safety. An online survey response of 90.83% is unusual. Our previous survey in 2013 achieved 65.5%. More encouraging still was the 10% increase in the number of "Fully Agree" responses to all the statements.

If you give people the information and attach important emotional anchors like health, happiness, joy and family to that info, people get it. They think about it. They act. And most importantly, they pass it on and share it around.

If you want to talk about safety, call me. **GW**

Best vessel in fleet



E Igeldyev Gochak (left), Captain of GAC Marine Turkmenistan's Marzhan receives the 'Best Vessel in Fleet' award for 2015 from GM Neale Proctor. The award came after the Anchor Handling Tug/Supply vessel passed its annual external survey with zero non-conformities.

Says Neale: "Gochak and his crew have done a remarkable job keeping the vessel operational as well as clean and tidy despite the demanding environment in which the fleet operates. With zero time off-hire, the vessel was one of the best performers in the GAC Marine Turkmenistan fleet during 2015." **GW**



Pyro-prepared!

Under the slogan "Know Safety No Pain, No Safety Know Pain", GAC Egypt's Marine Superintendent Capt Mahmoud Hanafy has workshoped his colleagues on fire-fighting techniques and evacuation procedures in case of a blaze.

The training sessions are part of a GAC Egypt initiative in which senior staff members share their experience and expertise on key subjects with their colleagues. In addition to Capt Mahmoud's fire-fighting workshops and related HSSE issues, the sessions have also tackled communication skills, presentation skills and finance for non-finance staff. More are planned. **GW**

Practical measures clinch Chairman's HSSE Award

GAC Dubai's introduction of a suite of innovations to improve workplace safety and reduce its carbon footprint has won it the Group Chairman's Award for HSSE Excellence for 2015.

35 entries were received for the annual Award, which encompasses health, safety, security and the environment.

Simple measures, winning formula

In Dubai, warehouse lighting was replaced with LED bulbs for better visibility and safer working conditions. LEDs generate no heat so they do not raise warehouse temperatures or increase the burden on air conditioning. They also have a longer life, reducing the replacement rate. A system was also introduced to filter and recycle waste water on to the plants on and around the GAC site in Jebel Ali Free Zone. Finally, the company's Freon-powered cooling plant was replaced by a more eco-friendly alternative to reduce the warehouse's environmental impact.

Runners-up

The first runner-up was **GAC Sri Lanka**, which was recognised for its work to raise awareness about the causes and impact of marine pollution among local fishermen and port users at Galle. This community project was enhanced by the distribution of First Aid boxes.

The challenge of extreme temperatures in the Gulf's summer months was tackled by second runner-up, **NSGAC Abu Dhabi**. Its 'Summer Working Programme' was devised to protect the welfare of staff working in the heat by controlling conditions and promoting greater staff and management awareness.

The judges also singled out **GAC Qatar** for its multi-faceted programme of improvements including the purchase of a magnetic sweeper to reduce tyre punctures, water and waste recycling initiatives and training programmes covering a range of HSSE issues. Meanwhile, **GAC China** was commended for its scheme to collect expired medicines for safe disposal without harming the environment.

Encouraging signs

Group Chairman Björn Engblom applauded the range and number of initiatives: "What the entries for the Award show is that there is an active engagement and commitment by GAC companies around the world to HSSE excellence." **GW**



Help in a bottle

Parts of South Africa are in severe drought and it's affecting 2.7 million households. In response, South Africans are kicking in to provide stricken areas with supplies of bottled water through a network of depots manned by volunteers. GAC South Africa has donated 15,000 Rand (USD935) and a team led by Stefanie Mans (far right) is coordinating the sourcing, collection and delivery of the water to a depot in Cape Town.

"GAC South Africa's generosity resulted in a donation of 5400 litres of drinking water," says Stefanie. "There have also been individual contributions from staff members. This is a great example of how people come together in a time of need and a true reflection of the GAC Spirit." **GW**



For more about how you can help, go to
<http://watershortagesa.wix.com/wssa>



Support for three-master

The tall ship *Tenacious* is on a voyage that will take her and her crew of able-bodied and disabled sailors more than 17,000 nautical miles from the UK to Australia, calling at 26 ports along the way. At every stop, she will have GAC alongside.

Challenging misconceptions

The three-masted, square rigged, 586 GT tall ship is one of two sailing vessels owned and operated by the Jubilee Sailing Trust. The Trust was set up in 1978 to give people of all physical abilities first hand sailing experience. The Trust's mission is to empower both able and disabled individuals to focus on what they can do rather than what they can't and to correct misconceptions about disability.

Global support

Andy Spark, the Jubilee Sailing Trust's Ship Operations Manager, says: "It is good to know that we have the practical and moral support of a partner like GAC with the resources and reach to help meet our needs wherever we go. That will play a key role in our mission to overcome preconceived ideas about disabilities and help our crew members win confidence, new friends and real team spirit."

Tenacious progress report

Two months after setting sail from Southampton, the *Tenacious* has taken on fuel at Curaçao in the Caribbean, before sailing to Cartagena and then through the Panama Canal.

Refuelling was arranged by GAC Pindar Superyacht Services, as part of its support for the ship's voyage. We're also providing agency services at all 26 ports en route. **GW**



Follow the latest news from the *Tenacious* at her blog at
<http://jst.org.uk/category/tenacious-blog>



or on the live map at
[www.gac.com/superyacht](http://gac.com/superyacht)



*The 'Tenacious' under sail.
Photo courtesy of the Jubilee Sailing Trust*



Donation puts veterans to windward



United States military veterans will soon be able to channel, share and deal with their experiences on a restored wooden yacht in California, thanks in part to GAC worldwide.

The GAC Group's five regions have donated to the Wooden Boats For Veterans Foundation (WBFV) – an organisation that helps veterans harness the power of their military experiences.

The foundation currently has two boats in operation and is in the process of restoring a 1938 wooden yacht, 'Clover', itself a veteran having seen service in the English Channel during World War II.

Once restored, the boat will host up to 24 disabled veterans on trips around San Francisco Bay and along the California coast.

The boats are also used in workforce development to help veterans work as a team to return to good mental health. The organisation hopes that by partnering with companies like GAC, veterans will also find employment.

"We are determined to come together for such a worthy cause in support of our veterans and to help them in the recovery process," says GAC Group Vice President for the Americas, Lars Heisselberg.

Restoration work on 'Clover' has begun and she will be back in the water by the end of May. She will be fitted with equipment to enable disabled veterans to sail her and not just sit and observe. **GW**

Bringing the Bard to Ashgabat

2016 marks the 400th anniversary of William Shakespeare's death and the Globe Theatre is conducting a world tour to celebrate his work.

GAC Turkmenistan helped bring the Globe and one of the bard's best-known plays, "Hamlet", to a full house of expats and culture lovers in the capital Ashgabat.

GAC was a sponsor for the performance and also provided logistics support to get the cast, company, costumes, sets and props from the airport to the theatre. **GW**



For more about GAC Turkmenistan and its logistics services, go to www.gac.com/turkmenistan





Kumar Ganesan



John Paul



Madhu Vallur



Mark Delaney



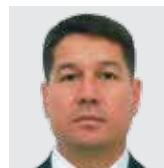
Bari Sever



Deborah Marlisa



Karin Berntsson



Juma Akiyev



Nuryagdy (Nury) Ryzakulihev

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Previously: Worked in a similar role for the Turkmenistan office of one of Europe's leading exploration & production companies (DEA).

Williams and GAC Pindar claim record sixth World Match Racing Tour title after Monsoon Cup victory



GAC Pindar skipper Ian Williams has entered the record books as the first to win sailing's World Match Racing Tour title six times, after winning the Monsoon Cup in Johor, Malaysia.

Williams previously won the title in 2007, 2008, 2011, 2012, and 2015. He beats his own record set last year when he won the title for the fifth time.

"We're all absolutely thrilled with the result – a great job by GAC Pindar all year which has culminated in this final victory," he says. "I can't reiterate enough how great the team have been – I certainly had to make them work for it after the poor start, but we pulled it together when it mattered. I'd also like to thank GAC Pindar for all of their support in helping me claim this record-breaking sixth world title."

Andrew Pindar, GAC Pindar team principal, adds: "It's yet another fantastic record-breaking achievement from Ian and the crew. The commitment, resolve and dedication that Ian practises has really shone through this week and he's got the result he deserved. We're absolutely delighted to work with a consistent record-breaking champion." **GW**

Another win for Williams

GAC Pindar skipper Ian Williams followed up his record-breaking sixth World Match Racing Tour title with a win in the hotly contested first race of this year's season in Fremantle, Australia. He was joined on board by veteran sailors Garth Ellingham, Mark Bulkeley and Brad Farrand, who he first sailed with in this year's M32 series. **GW**

Nicole named golfing ambassador

GAC has signed a one-year sponsorship with 2015 Ladies European Tour Player of the Year, Nicole Broch Larsen.

She has got off to a great start. With the ink hardly dry on her agreement with GAC, she finished in the top three at the RACV Ladies Masters on Australia's Gold Coast at the end of February.

The 22-year-old from Denmark has had a rapid rise through the ranks since entering the Ladies European Tour in 2013. She finished third in the 2015 order of merit and recorded her maiden Tour victory at the Helsingborg Open. That win led to a start at the Evian Championships a week later where she tied for 11th against a world class field.

Nicole joins Welsh golfer and fellow European Tour player Amy Boulden in GAC's golf sponsorship team. Amy has now been signed until the end of the 2018 season, following her success in 2015.

Group Vice President Commercial, Christer Sjödoff says: "Nicole really proved over the past two years on the European Tour what an incredible talent she is and we have absolutely no doubt that she will be competing right at the very top of the game for years to come. We firmly believe that in Nicole and Amy Boulden, we have two of the most exciting young golfers in the world. It will be fantastic to watch them develop further over the coming years."

GAC's golfing ambassadors also include Englishman Chris Wood and South Africans George Coetzee and Richard Sterne. **GW**



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Tristan Jones Photography



GAC Pindar looking sharp with MUSTO and Bollé

Whatever the fortunes of the GAC Pindar competitive racing teams in 2016, the skippers and crews will be dressed to win following the renewal of partnerships with Bollé Sunglasses and sports clothier MUSTO.

The Bollé logo will be on the GAC Pindar boat and all crew will sport Bollé's top-end Marine eyewear and kit up in MUSTO gear while competing in this year's M32 and World Match Racing campaigns.

Love those shades and threads. **GW**

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60 YEARS STRONG



It's 60 years since the first GAC operation opened, at a small office in Kuwait.

Since then, our corporate family has grown to 9000+ professionals at more than 300 offices around the world - all dedicated to serving you and helping you achieve your business goals. GAC's winning combination of the personal touch with professionalism is what defines us as we look forward to the future.

Join us to mark our milestone at celebrate60.gac.com



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