

# FOCUS

Partnering Progress...



## Record breaking year at Jubail Container Terminal



**JCT Team**

Performance at Gulf Stevedoring's (GSCCO) Saudi terminals improved yet again in 2017 with a 12% increase overall. Key highlights of the year came in August at Jubail Container Terminal (JCT) as the facility recorded its highest-ever monthly throughput by handling a record 79,074 TEU's, and by surpassing an annual volume of 600K TEU for the first time in the Terminals history when handling the Maersk Seroja Tiga. With Jubail's petrochemical plants now in full production, the port continues to experience further increase in

volume and to keep pace. To keep pace with the continued growth, GSCCO has deployed three additional rubber-tired gantry (RTG) cranes to boost the capacity of the terminal and maintain its excellent productivity rates. At a reception held by the company to mark the milestone, Captain Fahd bin Ahmed Al Amer, Director General of the Jubail Commercial Port, congratulated the team on the remarkable feat. The event also drew the participation of senior officials from Saudi Customs, Saudi Coast Guard and the Jubail Commercial Port Authority.

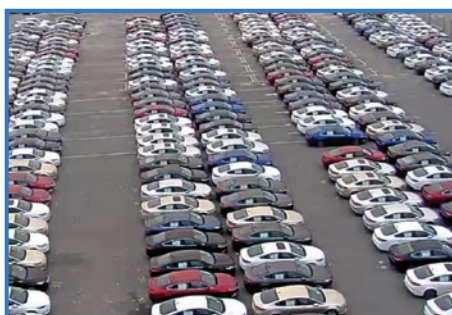
## New trucks delivered to Momentum



**New Fleet**

Momentum Logistics Transport Division took delivery of 15 Scania P410 4x2 tractor units during December 2017. The vehicles have been operational since January 2018. These 15 trucks are part of a fleet rejuvenation initiative designed to reduce CO2 emissions by up to 30%, increase vehicle efficiency through better fuel consumption, and improve reliability through reduced costs and vehicle down time. These efficiencies will enable Momentum continue to provide effective and reliable services to its customers. Momentum Transport plans to replace 45 additional vehicles during 2018, with a long-term plan to operate vehicles under 5 years old.

## CCT handles Car Ship vessel



**New Service Launch**

GT USA's Canaveral Cargo Terminal has partnered with new customer AutoPort Inc. to store 700 new Ford cars at the terminal in Port Canaveral, Florida. AutoPort handles, processes and modifies vehicles destined to the domestic market for U.S. based automotive manufacturers including Chrysler, Ford, General Motors, American Honda, Suzuki, Mitsubishi and Toyota. The vessel arrived at Canaveral Cargo Terminal on the

morning of 26th December.

At 0800 unloading began at a pace exceeding 100 cars per hour. The cars were discharged and parked to meet manufacturers requirements, to ensure the care and safety of the vehicle and to facilitate the ease of transportation from the terminal to the final destination. The operation was completed with great success, in a timely manner and without issue or incident.

## View from the Bridge



### The Year in Review

2017 has been another challenging year in the shipping industry, bringing about more change to the way the shipping lines

operate. Whilst there are still many challenges to be faced, the industry as a whole is showing good signs of a revival after two years of new deals and sector alliances shaking up the market and it is now hoped that there will be a move towards a sustained period of stability and growth. Here in Gulfairer we have had some ups and downs throughout this period, and we are continuing to adapt to these changes in the best way that we know how; that's to carry on providing outstanding customer service and exceptional levels of productivity throughout the group. I am

expecting 2018 to be another year of transformation for Gulfairer. We will continue to build on the technology upgrades and the employee programmes, which were implemented in 2017. We have some exciting new projects which will be announced in the first half of the year, so we need everybody, at every level throughout the group, to set strong targets and push to achieve the results required to ensure we take the company back on the path of growth both locally and internationally.

Peter Richards  
Group CEO

## Continuous training development



**Gulfairer Team**

To succeed at any employment level and position, knowledge of basic financial principles is critical. 'Finance for non-Finance Professionals' transforms financial and accounting concepts into decision making tools that can be used successfully every day. A group of Gulfairer employees learned to apply the fundamentals of finance to improve budget management, increase potential profits, and assess the financial performance of business activities. The participants were taught to understand the terminology used by accounting and finance staff and so feel more confident when using such terminology. The Finance for Non-Finance training was a two-day business simulation course designed to help the trainees learn

financial concepts and how to connect such concepts with their business strategy. Trainees worked within teams using a board game to ensure that everyone understood how and why the financial aspects of businesses work and what happens when it doesn't. This simulation based learning allowed the learners to experientially:

- Boost their current leadership potential with business acumen;
- Teach finance to non-financial managers and specialists;
- Help employees understand how they impact the bottom line;
- Establish a common foundation of the basics in business finance.

## UAE implements VAT



**VAT Training**

The UAE Ministry of Finance Federal Decree - Law No. (8) of 2017 on Value Added Tax (the "VAT Law") has been in effect since 1st January 2018. Gulfairer has prepared the necessary changes in its systems and procedures to ensure a smooth transition for its customers and suppliers, who have already been informed of the changes. Most of Gulfairer's products and services will be subject to the 5% value added tax. The company has begun adding the tax amount to all relevant invoices, as required, from the start of the year. VAT is a consumption tax that the end user is obligated to pay and Gulfairer will only be acting as a collection agent on behalf of the taxation authority.

## Empowering women through corporate change

Since launching its new corporate social responsibility policy in 2017 Gulfair has been working to change the way it supports its employees and the good causes to the community through sponsorship. Since its inception 42 years ago, Gulfair has championed projects relating to the environment, education and the community. What has changed, since the implementation of the new policy, is the company now focuses its efforts in line with UN Global Compact principles.

Gulfair has made CSR as much a part of its business thinking as any other management standard, linking the four chosen principles of Health and Safety, Corporate Governance, Employability and the Environment to core business objectives. Falling under the umbrella of two of those pillars, corporate governance and employability, is gender equality, a topic

close to the heart of our communications manager, Kathryn Bradley. Kathryn became Gulfair's first female manager back in 2011.

The ports and logistics industry has traditionally been a male dominated arena, but it has been making efforts in recent years to change that dynamic. However, Kathryn believes that although important steps are being taken, the industry and Gulfair still have a long way to go to increase the number of women in managerial roles.

"Here in Gulfair we are working together, celebrating our successes and milestones, and sharing our stories to empower each other," said Kathryn, explaining that she is trying to be a direct supporter of many working women and helping them overcome the challenges they face to achieve equality.

Kathryn acknowledges that the UAE has

proved itself a global leader when it comes to progressing gender equality and says it has been inspiring to see more women taking up leadership positions in different government bodies.

She points to the Women Economic Empowerment Global Summit held in December in Sharjah which gave a platform for a truly inspirational message from Her Highness Sheikha Jawaher bint Mohammed Al Qasimi, Wife of His Highness the Ruler of Sharjah and Chairperson of NAMA Women Advancement Establishment, which highlighted the inseparable link between gender equality, human rights, economic growth and environmental sustainability. It also highlighted the fact that empowering women to participate in all levels of economic activity results in strong families which in turn build strong communities leading to healthy economies.

## Maiden Call for PIL's Kota Pekarang



**GSCCO Team**

During the last week of December 2017, GSCCO's Northern Container Terminal

(NCT), the largest container terminal at the Jeddah Islamic Port, welcomed one of PIL's new P-class vessels, the Kota Pekarang, on its maiden call. With an overall length of 330 meters, a 14.4 meter draft and 12,000 TEU capacity, the Kota Pekarang discharged and loaded a total of 8674 TEUs which were handled in excess of 130 moves per hour. The call was marked by the presentation of a plate by the vessel's master, Capt. J B Singh, to NCT's Productivity Manager,

Moayad Al Musalli, in recognition of the support given to PIL. The NCT Team reciprocated with a port souvenir and celebratory cake. "GSCCO has had an excellent, long-standing relationship with PIL and being able to welcome the new P-class vessel into our facility reinforces the bond between our two companies and emphasises our ability to easily handle these larger vessels at NCT," said Richard James, Managing Director, GSCCO.

## Gulfair QHSE Department – Year in review



**GT QHSE Team**

The Quality, Health, Safety and Environment department plays a pivotal role in prudent corporate management aspects of Gulfair by focusing on continuous improvement in total quality management as well as an Integrated management system. The QHSE team has topped another successful year by achieving recognition in the International Safety Awards from the prestigious British Safety Council, and by receiving the Silver Award in the Achievement Category and Fleet Safety Category from the Royal Society for Prevention of Accidents.

Additionally, the team reached the finals for the first time in the MEED award list for the Health and Safety Initiatives. The QHSE team has been working across all divisions during 2017, assisting Momentum to become the first company in the UAE to secure SQAS Certification. It also successfully completed the first stage of auditing in Umm Qasr Logistics Centre, Iraq in a bid to ISO certification in 2018. The QHSE team would like to thank all departments throughout the Gulfair group for the cooperation extended to them during the course of the year.

## EmPOWER – GulfTainer’s Performance Management System

Sarmad Tiwana, Group Head of HR, talks\* about the challenges and successes of implementing a performance management system (PMS) in GulfTainer.

**I. What key initiatives did you put in place? Would you say your PMS is sophisticated compared to what other companies are doing?**

A series of four training modules and mentoring workshops were designed, keeping in mind that a majority of our workforce would experience performance management for the very first time. Our branding initiatives included banners, posters and floor-talks, which were very welcomed, as they enabled employees to get a better understanding on what to expect while reviewing or being reviewed. We are fortunate to have selected SuccessFactors, that is among the best performance systems across the globe, while being simple to use and directly linked to the business objectives.

**II. Was there any initial resistance to the changes and if so, how did you overcome it?**

Change is always difficult. However, we had a well-defined change strategy where we involved staff from top down to bottom up. At the very initial stages of planning, we

held focus group sessions with senior management members to help understand their team’s expectations. Thereafter, we engaged a team of ‘brand ambassadors’ who supported us at various stages of the implementation process including playing a lead role during our workshops. The primary focus was always on educating our staff. We were privileged to also have ongoing support from the Company’s top management as this played a very critical part in the project’s success. Even as we go along, continuous learning workshops and refresher sessions are conducted to support employee development by clarifying what is in store for each of us, as employees and line managers.

**III. How did the workforce adapt to new performance management system?**

GulfTainer has a diverse workforce and hence our change management initiatives were planned with a holistic approach, to allow sufficient time for employees across all levels in the hierarchy to feel comfortable with the new review system. The training programs were conducted over a span of two months. Even after the system went live, we continued our support channels in the form of ‘clinics’, where the support team was physically based at employee work areas to

promptly address any questions or issues that may arise. With a carefully planned and executed support mechanism, our employees felt more comfortable with embracing this transition to a formalised review system.

**IV. Where do you stand now, one year into the implementation?**

Since completing a full cycle of goal setting and reviewing, we have seen tangible results of a streamlined performance management process. Gaps between goal setting and goal achievements are identified and addressed with appropriate support provided in the form of emotional support and knowledge upgrades. Training programs are rolled out based on the knowledge gaps identified and the pursuit to bridge this gap is proactively implemented. Top down bottom up employee communication has taken a whole new level as a result of the new appraisal module. The line managers are required to dedicate time to understand and address the challenges faced by the employee to come up with a better and more productive reporting relationship with each appraisal. All in all, it’s been a remarkable success so far with tangible evidence to support this claim.

\*Source – People Management Magazine, CIPD

## First aid and fire warden training



**Extinguishing of a Controlled Fire**



**CPR Training**

New safety and training courses have been launched at GulfTainer’s Iraq terminals. The courses will include basic first aid and fire warden training. First aid training will include CPR automated external defibrillator and basic life support, whilst



**GT Iraq Training Team**

the fire warden training will incorporate theoretical class room training as well as practical training extinguishing controlled actual fires. It is intended that initiative will ultimately result in all Iraq employees being trained in these basic life saving skills.