Statement of Capabilities

Operational Excellence

A holistic approach to sustainable performance improvement

GPStrategies®

Your workforce **transformation** partner ™

In today's competitive environment, organizations strive to optimize the performance of their people, processes, and technology to increase productivity, reduce costs, and achieve sustainable growth. The goal is to create a continuous improvement culture that achieves excellent results in business metrics.

OPERATIONAL EXCELLENCE
A holistic approach to sustainable performance improvement

GP Strategies® Operational Excellence platform was developed together with our clients and leverages decades of domain expertise. We understand performance from a client's perspective - a unique differentiator that we can bring to your organization. That's why nearly 30% of Fortune 500 and Global 500 companies count on us as their trusted advisor.

Operational Excellence APPROACH

Our systematic model to Operational Excellence considers key areas critical to all organizations: Risk Management and Compliance, Growth and Sustainability, Organizational Development, and Cost Optimization. By bringing together leadership and strategy, and focusing on ways to maximize success in these critical areas, tangible results are achievable.

Operational Excellence Model

Bringing the Leadership and Strategy to Support

Risk Management and Compliance | Growth and Sustainability | Organizational Development | Cost Optimization

Continuous Improvement and Sustainability

RISK MANAGEMENT and COMPLIANCE

Goal: Operate safely and in compliance with all business and regulatory requirements.

Impacts: Improved safety records; process and quality optimization; increased uptime; loss prevention; risk reduction; and compliance with federal, state, and local requirements.

Power Plant Achieved a **3%** Heat Rate Improvement Resulting in a **150,000**-Ton CO_2 Reduction

GROWTH and SUSTAINABILITY

Goal: Increase shareholder value while ensuring long-term consumer and employee engagement.

Impacts: Increased revenue, consistency and standardization, new plant launch, global and market expansion, and continuous improvement.

Refinery Captured **$6.6** Million in Extra **REVENUE** Due to Faster Than Planned Startup

ORGANIZATIONAL DEVELOPMENT

Goal: Optimize your people, processes, and technology.

Impacts: Workforce development (recruiting to succession planning), employee engagement and culture, alignment to business strategy, and change management.

Energy Company Achieved a **38%** Cost **REDUCTION** in Average Learning Hours Delivered Compared to Industry Standards
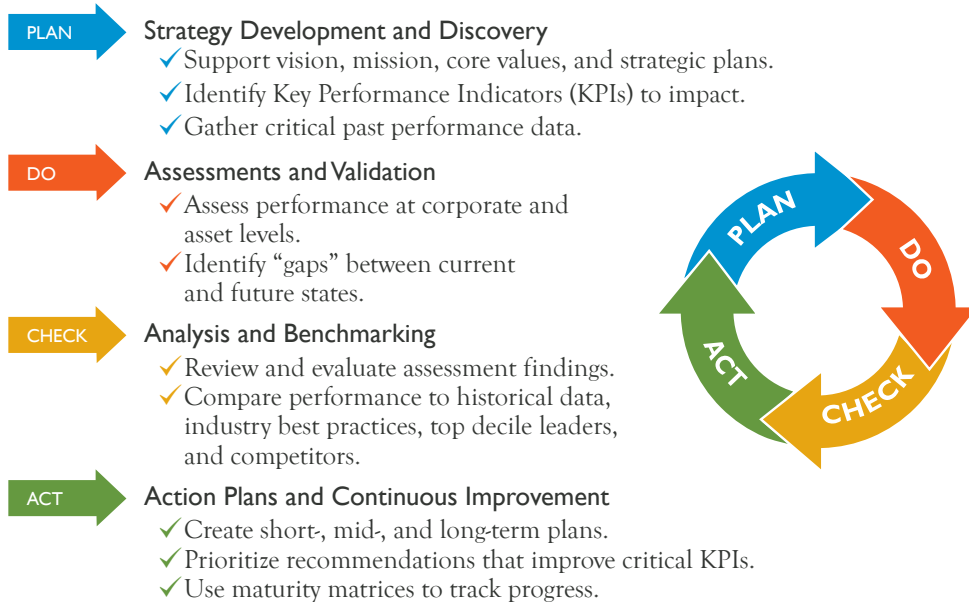
COST OPTIMIZATION

Goal: Align production and expenses to maximize profitability.

Impacts: Improved efficiency, waste reduction, streamlining of processes, minimization of defects and failures, reduced overtime spend, and maximized contractor value.

Food Recycling & Anaerobic Digester Plant Achieves a **50% PRODUCTION** Increase

Operational Excellence PROCESS

A crucial factor to achieving Operational Excellence is following an established and repeatable process. Individuals at all levels should understand the strategic direction, know how they contribute to the whole, and feel empowered to resolve issues when they occur. When this is achieved, performance at all levels can be optimized. A typical approach includes the following four stages: Plan, Do, Check, and Act.

PLAN ▶ **Strategy Development and Discovery**
- ✓ Support vision, mission, core values, and strategic plans.
- ✓ Identify Key Performance Indicators (KPIs) to impact.
- ✓ Gather critical past performance data.

DO ▶ **Assessments and Validation**
- ✓ Assess performance at corporate and asset levels.
- ✓ Identify "gaps" between current and future states.

CHECK ▶ **Analysis and Benchmarking**
- ✓ Review and evaluate assessment findings.
- ✓ Compare performance to historical data, industry best practices, top decile leaders, and competitors.

ACT ▶ **Action Plans and Continuous Improvement**
- ✓ Create short-, mid-, and long-term plans.
- ✓ Prioritize recommendations that improve critical KPIs.
- ✓ Use maturity matrices to track progress.

This approach is not linear, rather a cycle that repeats to achieve continuous improvement over time.

Assessment and Analysis:
Tools, Techniques, and BENCHMARKING

From in-plant observations, focus groups, and interviews to off-site surveying, data analysis, and benchmarking, GP Strategies has various tools that help organizations access their current state, identify gaps, and uncover high-performance areas. We compare assessment data to both past performance as well as industry-recognized standards to help companies determine if they are in the top or bottom quartiles compared to peers, identify where performance gaps are affecting performance, and uncover areas that are already best-in-class.

GP Strategies' Integrated Operational Excellence Tools

STANDARDS

1. Safety
2. Plant Cleanliness/ Organization (5S)
3. Electrical Work – Lockout/Tagout
4. Environmental Sustainability
5. Plant Security
6. Management & Leadership
7. Code of Conduct
8. Human Performance Improvement (HPI)
9. Root Cause Analysis/ Corrective Action Programs
10. Alarm Management
11. Workforce Development & Training
12. Document Control
13. Code of Operations
14. Plant Equipment & Labeling
15. Emergency Action Plans
16. Change Management

Other Standards...

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GP Strategies
AT A GLANCE

Focus: Full-service, global performance improvement solutions from learning development to sales enablement and leadership programs tailored to both individual and enterprise-wide goals.

Founded: 1966

Headquarters: Columbia, Maryland, USA

Global Locations: Offices throughout the Americas, EMEA and APAC

NYSE: GPX

Vision and Mission: Our vision is a world where business excellence makes possibilities achievable. Our mission is to enable people and businesses to perform at their highest potential.

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