



World Kinect



genpact

Fueling innovative pathways to

ELEVATE

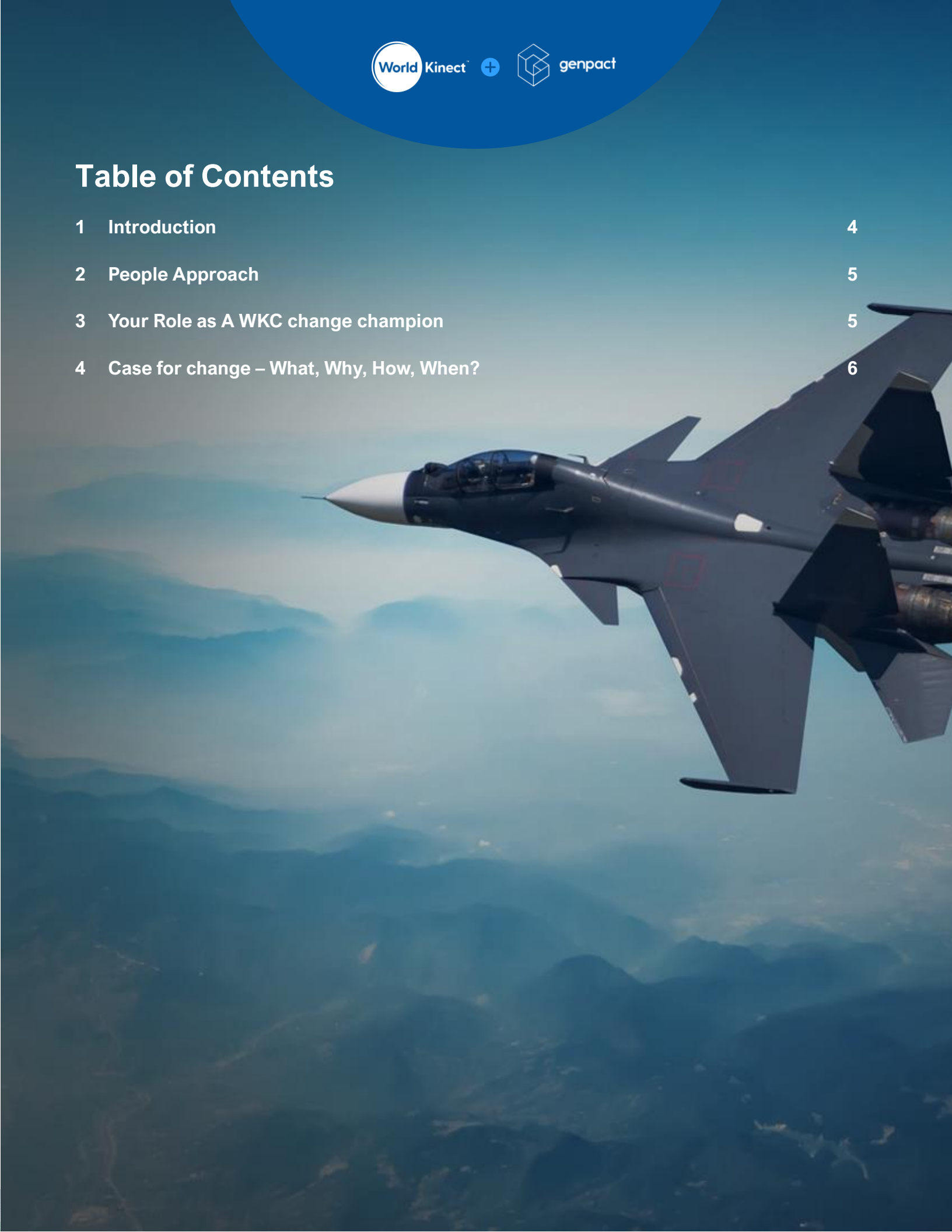
the future

**Manager handbook
WKC rebadge team members**

JULY 2025

Table of Contents

1	Introduction	4
2	People Approach	5
3	Your Role as A WKC change champion	5
4	Case for change – What, Why, How, When?	6



PURPOSE

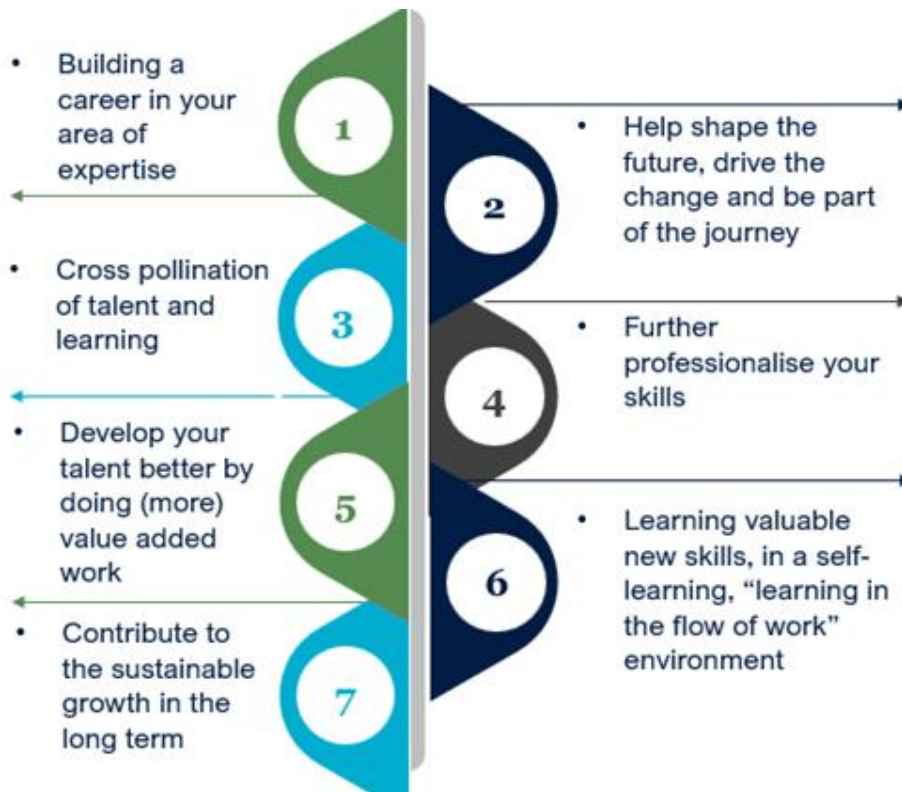
The target audience for this document is WKC Managers, Team Leaders, and Supervisors. The WKC Managers Guide for WKC Rebadge Team Members employees provides a comprehensive resource for WKC Rebadge Team Members employees to be **(a) Heard (b) Seen (c) Understood** with **empathy, dignity, and respect**. The guide emphasizes the importance of clear and open communication when managing WKC Rebadge Team Members employees, as they may experience feelings of uncertainty or resistance during the transition. It provides WKC Managers and Team Leaders with practical tips on how to address any concerns or questions that WKC team members may have, while also ensuring that they feel supported and valued. **This document must be read in conjunction with the WKC Rebadge Team Members Frequently Asked Questions (FAQs) document.**



1 Introduction

As part of WKC’s corporate strategy and objectives, transformation is needed to ensure that we are well placed to achieve our business goals and improve our competitiveness in the Central America Region and understand how WKC can achieve greater competitiveness across the region.

Genpact was selected to support the accelerated transition to best-in-class transactional finance processes and automated solutions. This will create the platform for WKC’s growth, increased productivity, efficiency, and cost-effectiveness. The key benefits of this strategic initiative for the WKC Rebadge Team Members team members transferring to Genpact have been listed below.



Following your review of this document, we will host an interactive session on July 18 to provide further insights and align on readiness. During this session, we will share practical hints and tips for WKC managers, team leaders, and supervisors to effectively support their team members throughout the transition.

Your engagement is critical to help engage remaining WKC employees to encourage accepting the Genpact offer and feel a connection to the corporate strategy, vision, and goals. When employees are engaged and feel supported, they strengthen alignment with the organization’s strategy and goals, reinforce the efforts of their colleagues, and contribute to a productive and collaborative work environment.

WKC team members will crave information about what’s around the corner: When faced with uncertainty, WKC team members will see any change as a threat which can lead to anxiety, stress, and decreased motivation. By providing clarity, structure, and support, you as WKC Leaders and Managers can help WKC Rebadge Team Members team members navigate uncertainty and maintain motivation during times of organizational change.



2 People Approach

Our WKC Rebadge Team Members People approach provides **psychological safety and humanizing the Change** for the WKC Rebadge Team Members to Genpact. To ensure our WKC colleagues are treated appropriately and are prepared for the WKC Rebadge, we will leverage the below **guiding principles** and recommend the WKC Leaders, Managers, Team Leaders and Supervisors utilize them:

1. **Be transparent** – acknowledge work in progress e.g. (a) Benefits and incentive packages (b) Where you do not have the answer to any question raised by team members, acknowledge it and raise it with the Project Team.
2. **Be open and honest** – (a) inform WKC Rebadge Team Members that they will be able to review their incentive and benefits packages & offer letters on 22 July 2025 (Costa Rica) & 23 Jul 2025 (Mexico). HR Benefits workshops are also scheduled post townhalls on the 15th, 22nd and 23rd of July, 2025.
3. **Build connections and context** to WKC Corporate Strategy – link the rebadge to WKC strategy and the bigger picture for WKC team members
4. **Get the message out** – communicate and cascade the key messages, and respond to any questions that your team may have
5. **Ask for feedback** – and cascade it to the WKC Project team
6. **Ensure fair and equitable treatment** – Be intentional to ensure that all WKC (including non-WKC Rebadge Team Members) members are seen, heard and understood.

3 Your Role as A WKC change champion

As a WKC Leader or Manager, you play a critical role in helping to effectively communicate the WKC Rebadge Team Members vision, case for change, plan on a page and keep WKC colleagues engaged throughout the WKC Rebadge Team Members milestones and changes. Your role might include:

- Modeling appropriate behavior – leading by example is critical.
- Reviewing and understanding the messages and FAQs.
- Proactively communicating with WKC team members – delivering and reinforcing these messages in ways that are relevant and resonate with your service team.
- Sharing feedback on what you're hearing from team members (e.g., concerns, questions, reactions) with the WKC project team and HR.
- Engaging WKC team members through conversations (One-to-Ones, Weekly Team meetings, email updates etc.) to help them through this transition process.

Your role as a manager in change communication is pivotal. You will navigate challenges such as complacency, disruption, fear, and resistance from employees, requiring patience and empathy. Through effective communication, you can foster a culture shift that actively engages employees in the change process.



This guide sets out the three responsibilities for you as a WKC Leaders or Managers when it comes to communicating change:

1. Reinforce key messages and the shared vision of why WKC is implementing the WKC Rebadge Team Members initiative
2. Support the WKC transition with your 1:1's, via different engagement options as suggested
3. Keep your team members motivated and focused on service delivery and monitor backlogs building up. This needs to be flag for further intervention.

4 Case for Change – What, Why, How, When?

Your team members will most likely be reaching out to you immediately after the formal announcement of the WKC Rebadge Team Members program, and we encourage you to proactively schedule regular team meetings and 1-2-1's during this transition period. Here is a summary of the What, why, how, and when for the WKC Rebadge Team Members.

1. What are we doing?

We are implementing rebadging as part of our strategic transformation which involves centralizing operations and aligning with our new organizational goals. Our initiative focuses on enhancing operational efficiency, leveraging best practices, and collaborating with external service providers for comprehensive support. We are committed to supporting all employees with clear communication and resources throughout this transition.

2. Why are we making this change?

WKC is currently undergoing a strategic transformation of its Finance organization. In its pursuit of organizational transformation, WKC is collaborating with its strategic partner to streamline operations and improve efficiency in response to changing market demands. This change allows WKC to tap into specialized expertise from our partner, helping us stay competitive.

3. Who are we partnering with?

We are partnering with Genpact, which is a global professional services and solutions firm. Genpact employs 125,000+ people across more than 100 service centres within 30+ countries with the goal of helping partner businesses work better. They have deep business and industry knowledge, digital operations services, and expertise in data, technology, and AI.

4. Acknowledging impacts to the organization

- Some roles at WKC will be impacted because of transitioning the FinOps and Aviation Dispute processes to Genpact.
- This has been a difficult decision for the WKC leadership team to make because these actions have an impact on all of us.
- This is not a reflection on the performance of these WKC teams, but rather a result of refocusing WKC's efforts on the core verticals that we feel will elevate the strategic standing of WKC business. We recognize and value the contributions of each & every team member at WKC who are impacted by WKC Rebadge Team Members.



- WKC leadership team understands that changes like this can be difficult for WKC team members, and it will help to express WKC leadership team’s gratitude for the contributions made by all those who will be impacted by this decision. The WKC leadership team remains committed to supporting all WKC employees in the scope of this transition.

5. Who is Genpact?

Genpact is a global professional services firm that specializes in finance and accounting support for numerous multinational companies like WKC. They have significant expertise in Finance and Accounting, and we believe they will be a valuable provider in helping us achieve our goals. Through our agreement, Genpact is committed to providing ongoing support in these areas and to further optimizing costs, quality, and service levels for the company through their global solutions and technologies.

6. What is next?

The WKC Rebadge Team & Genpact have developed a series of engagements, change and communication interventions to smoothen the transition of impacted WKC team members becoming Genpact employees on **5th August 2025**. We would like to encourage you to actively mobilize WKC team members to participate in these engagement sessions, team meetings, and Townhalls.

Reaction	What WKC Team Members May Say and Do	Actions You as a WKC Manager Can Take
Anxiety & Uncertainty	<p>What WKC Team Members May Say:</p> <ul style="list-style-type: none"> Nothing is broken. Why fix it? Will I be safe? Who is Genpact? All I can do is ‘wait and see’ Things are OK/not too bad now. This will go away...” I cannot believe this is happening No – they’d never do that... it’s probably nothing” <p>What WKC Team Members May Do:</p> <ul style="list-style-type: none"> Will not participate or attend engagement sessions Lose focus as they worry about the changes to be announced Decrease their willingness to take risks 	<ul style="list-style-type: none"> Schedule 1:1 with the WKC team members Talk openly and frequently Reinforce the reasons for change and recognize their anxiety Give them access to the FAQ document, link to the townhall video, Genpact website Arrange for a WKC Leadership Connect for them in small groups Arrange for a connect with the respective HR Provide a feedback loop
Curiosity	<p>What WKC Team Members May Say:</p> <ul style="list-style-type: none"> How will this affect my current role and responsibilities? Will my salary and benefits remain the same? Are there any potential changes to my work location or office? 	<ul style="list-style-type: none"> Proactively communicate information, reasons behind it, and its implications Organize informative sessions in partnership with HR Offer one-on-one discussions. Encourage open dialogue and actively listen to their feedback and suggestions



Reaction	What WKC Team Members May Say and Do	Actions You as a WKC Manager Can Take
	<ul style="list-style-type: none">How will WKC Rebadge Team Members impact my career growth and opportunities?What support and resources will be provided during the WKC Rebadge Team Members process?Will I receive any training or upskilling to adapt to the new work environment?Will there be any changes to the work culture and organizational structure? <p>What WKC Team Members May Do:</p> <ul style="list-style-type: none">Openly ask questionsMay conduct their own research to gather additional informationSeek clarification from Managers/ HR	<ul style="list-style-type: none">Facilitate opportunities for them to know the Operating teams at GenpactEncourage employees to participate in the engagement sessions & learn about Genpact's culture, tools, etc.
Learning & Relatedness	<p>What WKC Team Members May Say:</p> <ul style="list-style-type: none">The relationship between Genpact and our business is in good hands.I think I am comfortable being called a Genpact employee. <p>What WKC Team Members May Do:</p> <ul style="list-style-type: none">Actively engage in the processSeek training opportunities and embrace the new work environment with a positive mindsetEmployees may reflect on their own career goals, aspirations, and values during the processThey may evaluate how the transition aligns with their long-term plans and make decisions accordingly	<ul style="list-style-type: none">Encourage them to ask questions, seek clarifications in the engagement forumsEnsure their access to the learning material, important links etc. shared by Genpact



Reaction	What WKC Team Members May Say and Do	Actions You as a WKC Manager Can Take
<p>Certainty</p>	<p>What WKC Team Members May Say:</p> <ul style="list-style-type: none"> I know I will move to Genpact <p>What WKC Team Members May Do:</p> <ul style="list-style-type: none"> I will join the Benefits session on 22 July 2025 for Costa Rica & 23 July 2025 for Mexico I will reach out to the HR Help Desk in case I want a clarification on any of the terms & conditions of employment I want to understand Genpact’s Employee Value Proposition I want to know more about People Practices 	<ul style="list-style-type: none"> Offer guidance and support to the employee in understanding the implications of the offer letter Ensure that any necessary information, documentation, or paperwork is shared Help them understand the Employee Value Proposition & People Practices Encourage them to get insights into HR Policies, Leave Policy, Timesheets etc.
<p>Clarity</p>	<p>What WKC Team Members May Say:</p> <ul style="list-style-type: none"> I am comfortable with the Notification Letter terms & conditions I want to know about learning and engagement tools at Genpact <p>What WKC Team Members May Do:</p> <ul style="list-style-type: none"> I will seek clarification through the HR HelpDesk I will join the session on Genome & Amber 	<ul style="list-style-type: none"> Provide the employee with any necessary information regarding the transition process Involve the HR department to provide guidance and support in resolving any issues related to the letter of the notification. HR can help navigate legal requirements, policies, procedures, etc. Encourage them to join the HR Helpdesk being set up by Genpact in your office Document all discussions or concerns regarding the notification letter, if any
<p>Understanding</p>	<p>What WKC Team Members May Say:</p> <ul style="list-style-type: none"> It’s feeling a bit more manageable now Good to get an understanding of the new structure & interaction model <p>What WKC Team Members May Do:</p> <ul style="list-style-type: none"> Own the new way of doing things Cooperate with leadership 	<ul style="list-style-type: none"> Set longer-term goals building on the progress to date Encourage team building to build greater cohesion with fellow Genpact employees Reward people who are positively responding to change as an incentive for them and others Look to the future and encourage forward planning



Reaction	What WKC Team Members May Say and Do	Actions You as a WKC Manager Can Take
<p>Excitement</p>	<p>What WKC Team Members May Say:</p> <ul style="list-style-type: none"> I'm looking forward to hearing what happens next. I am elated that I am now part of Genpact. I am keen to learn and adapt to new tools and ways of working. "OK, it works well. They do a good job. They are part of the extended team. I have new tasks to do now." <p>What WKC Team Members May Do:</p> <ul style="list-style-type: none"> I am motivated to start getting involved. Commence Lean Six Sigma certification (Green Belt) Start picking up new learnings and techniques through Genome. Improvement in ways of working and productivity 	<ul style="list-style-type: none"> Acknowledge and thank people for their attitude to change & commitment. Don't ignore those who remain quiet. Celebrate this milestone. Reinforce Genpact's vision, mission, and strategy, as well as any changes that may occur in terms of job roles, reporting structures, or processes. Seek their feedback and suggestions regarding the transition. Actively support the integration process

In summary, we will support WKC team members through a variety of engagement sessions, change interventions, show & tell' demos of Genpact's tools, accelerators and solutions, HR 1:1's to walk through their benefits and incentive packages to smoothen the transition from WKC to Genpact. Our approach and engagement plan address all aspects of psychological safety - Shared Purpose; Ego; Autonomy; Certainty and Equity.



Neuroscience research shows that people are most engaged when **psychological safety** is cultivated around the following key domains:

- We feel part of something bigger than self (**Shared Purpose**)
- We feel elevated status when we can share what we know (**Ego**)
- We feel we have a degree of control to be effective (**Autonomy**)
- We feel that expectations for the future are clear (**Certainty**)
- We feel that work is fairly acknowledged, information is evenly shared, and that opportunities are equitably shared (**Equality**)



World Kinect



genpact

Fueling innovative pathways to

ELEVATE

the future

Anticipated Q's from your team

JULY 2025



+



genpact

Navigating post-announcement questions

This document is designed to assist you in addressing potential questions following the Chief Financial Officer (CFO) announcement on 21st July and subsequent townhalls. The questions listed below are commonly asked by affected employees. While these may not encompass all possible inquiries, understanding the responses can equip you to handle additional questions beyond this document. If you are uncertain about how to respond, please inform the employee that you will follow up with accurate information.



1. What are we doing?

We are implementing rebadging as part of our strategic transformation which involves centralizing operations and aligning with our new organizational goals. Our initiative focuses on enhancing operational efficiency, leveraging best practices, and collaborating with external service providers for comprehensive support. We are committed to supporting all employees with clear communication and resources throughout this transition.

2. Why are we making this change?

WKC is currently undergoing a strategic transformation of its Finance organization. In its pursuit of organizational transformation, WKC is collaborating with its strategic partner, to streamline operations and improve efficiency in response to changing market demands. This change allows WKC to tap into specialized expertise from our partner, helping us stay competitive.

3. Who is Genpact?

We are partnering with Genpact, a global professional services and solutions firm. Genpact employs 125,000+ people across more than 100 service centres within 30+ countries with the goal of helping partner businesses work better. They have deep business and industry knowledge, digital operations services, and expertise in data, technology, and AI.

4. Why are we partnering with Genpact?

WKC will partner with Genpact for some shared services activities by transferring specific high volume, transactional, repeatable activities to Genpact. This will help “free up” WKC colleagues to focus on more customer-centric initiatives (improving customer engagement and “stickiness”) and streamline ways of working to drive pace and create consistency across our WKC organization.

While WKC has expertise in moving people globally, Genpact has expertise in transforming shared services. We need the help of Genpact to transform WKC to stay ahead of the competition.

A seamless transition of these identified shared services activities is critical to our future success.

5. What does the Rebadge process entail and what is happening to those colleagues who are transferring?

Rebadge refers to the process where depending on local laws, colleagues will be offered a new employment contract with Genpact. Essentially, the job, role, and current responsibilities remain the same, but the colleague becomes a Genpact employee inclusive of pay, benefits, and other employment arrangements as determined by local labour law.

Impacted colleagues will be invited to learn more via a series of meetings and open-door sessions where information is shared and specific, individualized questions can be answered in a private

discussion. We aim to provide details about what this means for impacted colleagues.

6. Why is my job moving to Genpact and not someone else's?

This is about moving the work you do to Genpact. Your work has been identified as part of our 5 core end-to-end business processes that is best executed via Genpact, our shared services partner. It is not about you personally or your performance.



7. What is happening to my job today?

After a lot of deliberation and understanding the trends in the market, your job has been identified as best performed via Genpact – our shared services partner. Your first day as a Genpact employee would be **August 5, 2025**.

8. Which teams and locations are transferring to Genpact?

FinOps and Aviation Dispute teams in Costa Rica and Mexico will be transferred to Genpact.

9. What will happen to colleagues – whose roles are impacted - who are currently on a leave of absence and won't have access to email?

HR will work with absent colleagues as needed. Any colleague whose role has been identified to transfer to Genpact, but who is on an approved short-term leave of absence, may be offered

employment with Genpact. We will contact the colleague and handle this as an exception case and provide next steps as appropriate.

Professional Growth

10. Will I have the opportunity to learn new skills?

Genpact has a strong culture of learning and development, committed to helping its employees

learn, grow, and succeed. As a company focused on digital transformation, opportunities include training in leading edge skillsets like analytics, artificial intelligence, robotics process automation, design thinking, customer journey mapping, etc. We will share more information in the coming weeks.

11. What are opportunities for professional growth or what is the typical career path at Genpact?

Through the upcoming discussion sessions, you will hear a lot more about Genpact's capabilities, career paths, how you can grow vertically, laterally and at the same time continue to invest in your upskilling through our in-house Genome Learning & Development platform.

12. What about my growth/promotion interlinked to performance ratings with WKC? Will those ratings be considered for a promotion in Genpact?

No, previous performance ratings from WKC will not be carried over to Genpact, however as

colleagues become part of Genpact, they will receive all the same opportunities as other Genpact colleagues and can build a relationship with their new manager to best support their individual growth path.

13. As a new Genpact employee, will I be able to keep my seniority/years of service?

As you join Genpact, your tenure will reset with Genpact. Further details can be discussed with HR.



Post-Transfer Logistics

14. Will my role and responsibilities change?

You will continue to perform the same role which you are doing currently at this moment.

15. Will my schedule change?

Your shift timings would largely remain the same post movement; however, they may change as we adopt new ways of working in future.

16. Will I continue to work for WKC post the transfer?

No, you will become an employee of Genpact from 5 August 2025

17. Will my manager change?

We aim to transfer manager together with employees, the intention is that reporting line will remain the same. If any supervisor changes occur, Genpact will ensure a proper introduction of the new manager.

18. Will I have the opportunity to work on other Genpact clients – not only WKC?

Initially you will remain focused on the WKC account. In the future, as part of larger career opportunities, Genpact has an internal job posting policy in which employees can apply for other roles.

19. What is the Genpact dress code?

You will continue to follow the same dress code as with WKC.

20. Where exactly will my job be located?

There will be no changes to your work location conditions at this time, including your current working from home arrangements.

21. What will be the normal working hours for Genpact?

In the immediate future, your working hours will remain the same as they are today, per Costa Rica Time.

22. What happens with my laptop/computer?

Your laptop will be available to you for 60 days according to the service level agreement. Once WKC completes the setup of the remote computer (VDI), we will be able to replace the WKC laptops with the Genpact ones, allowing access to the WKC environment virtually for your daily work.

23. Will I keep my WKC email when I go to Genpact?

As you become an employee of Genpact, you would receive a new Genpact email address. You would also continue to have access to your former WKC email address.

24. How will staff access applications and systems, post transfer?

Genpact aims to continue to provide the best support - access to applications and systems will be seamless.



Additional Questions

25. When will I know about my specific situation related to my job, benefits, and pay?

All impacted employees will be automatically transferred to Genpact. Both Genpact and WKC HR representatives will be available to answer any questions.

26. What if I choose not to take a job with Genpact?

If you do not wish to move to Genpact, you would be ending your employment with WKC, along with appropriate terms. Colleagues will be expected to work their normal notice period.

27. Can I choose to retire instead of transferring to Genpact?

You can discuss with your WKC manager and HR team how a retirement may impact you.

Benefits

Please contact Genpact HR to understand the details of your specific medical benefits, including PTO, holidays, paid leave, seniority and bonus/incentives.

28. I have a planned leave approved already with WKC. Will I be able to avail the same with Genpact?

WKC will share the pre-approved leaves with Genpact, and you will be allowed to avail the same with Genpact.

29. Will my band / grade change?

Banding and job grade designations are unique to each organization. Your bands have been aligned with Genpact banding methodology. This will be mentioned in your offer letter.

30. Who will be doing my year-end performance review?

Should you decide to transfer to Genpact your Genpact manager will conduct your year-end performance review.



World Kinect



genpact

THANK YOU.

The content of this presentation is confidential and proprietary to Genpact. The recipient(s) and any person(s) viewing it acknowledge that the information contained herein may constitute trade secrets or be deemed commercially valuable and/or price-sensitive.

As such, Genpact expects that this information will not be disclosed or shared outside of a closed group of individuals identified in advance. Further, such individuals may not commercially exploit or use this information for the benefit of themselves or any third parties or otherwise than as agreed with Genpact.