



Deepening Impact

Corporate Social Responsibility Report 2016



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Report Parameters

Agility formalized its corporate social responsibility program for the first time in 2006, and issued its first CSR report in 2011.

This report, our third as a company, is both a progress update on performance from 2013-2015, and a “look ahead” at our priority areas of focus. All of Agility’s CSR reports can be viewed on Agility’s website: www.agility.com/csr.

Data appearing in the report covers Agility branded organizations – namely the core commercial business division of Global Integrated Logistics (GIL), Agility’s Real Estate business, and the corporate organization, unless otherwise stated. These entities account for approximately 80 percent of the company’s headcount and revenue. Agility’s other companies, which are each independently managed with their

own boards and trademarks, are for the most part excluded from this report.

All data covered is current through the end of 2015, unless otherwise stated. The data in the environment section is correct to the end of 2014.

We have made every effort to ensure the accuracy of information presented, and we are continuously working to improve the quality of the data and data management systems to capture and report on non-financial information. The limitations of the data, measurement techniques and basis of calculation are described throughout the report as relevant.

We have not pursued external validation for this report. Information presented in this report has been



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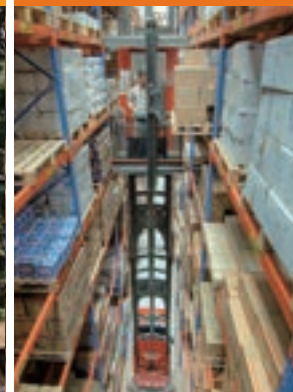
Our CSR Initiatives

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reviewed by relevant subject matter experts within Agility and signed off by the senior management team.

This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines (G4.)

We welcome your feedback and questions. To contact Agility's Corporate Social Responsibility team, please email us at csr@agility.com.

Performance Highlights: Who We Are and How We Operate

Emerging Markets Leader



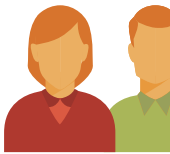
Powering Global Supply Chains



Offer sophisticated contract logistics solutions in **21 high-growth emerging markets**



Transport 2.1 million shipments per year



60,000 customers served per year

Mindful of our Planet

Map carbon footprint in **75%** of operations, most in emerging markets. **Emissions down 10%.**



Work closely with customers to green supply chains. Free carbon shipment reporting.



Almost 20% of global workforce volunteers in Earth Day activities

Almost 50% of employees ISO 14001 certified sites

Acting with Integrity



Employees completed more than **82,800 ethics courses** from 2013 - 2015



Anonymous third-party ethics hotline reporting available in **100 countries**



Rolling out **global subcontractor ethical management program**



Signatory of **World Economic Forum's Partnering for Transparency and Integrity**

How We Make a Difference



22,700+
employees

81% of our people are based in the Middle East, Asia and Africa



\$4.3 Billion
annual revenue

Shareholder Equity



75% increase in adjusted market cap over the last four years



KD 140M in dividends over the last four years

Recognized for our Efforts



24 CSR and sustainability awards in seven years



Listed in the top 75 green logistics partners by Inbound Logistics

Committed to our Employees



Trained more than 6,800 migrant and local workers on fair labor standards in the Middle East, Africa and Asia



Reduced our global workplace injury rate by 80%

Helping Communities



Donated logistics support in over 40 humanitarian or disaster operations.



Invested in more than 1,370 community projects in 80 countries



Built 22 schools around the world



Reached 1 million+ people in need

Long-Term Partnerships



Customers

year

Workforce

es work in

World Economic
Partnership Against
Corruption (PACI)

Message from the CEO

Our CSR journey has now spanned almost a decade. We approach CSR in the same way we do business: with a sense of entrepreneurialism and openness, with a unique local flavor in each market and community in which we operate, and with deep commitment from our team – from the people working in our warehouses and driving our trucks to our most senior leadership.

We are leaders in emerging market logistics, and we take this leadership seriously: in the form of helping our customers grow regionally and globally, creating employment opportunities and developing our people, conducting our business with integrity and taking ethics and compliance seriously, giving back to our communities, and being mindful of the planet and our environmental impact on it.

We continue to make progress as a company, and are looking forward to sharing with you how we have grown over the last couple of years.

In this report, we talk about our business and how building stronger supply chains helps power commerce and drive global trade around the world, including in growing regions like Africa.

We share the commitment of our ethics team: that has helped employees take more than 80,000 ethics courses online in the last five years and that delivers local language training to non-computer users.

We update you on our focused efforts to “get it right” when it comes to health and safety, and share how our global quality and safety coalition has slashed reported injury rates by more than 80% since 2011 – while maintaining better reporting standards (helped along by initiatives like a mobile app that allows employees to snap a quick photo of areas they think can be improved).

Our fair labor program – which sets some of the highest corporate standards for mitigating risks related to migrant workers in a Middle East context – is now expanding globally, with rollouts starting in Africa and Asia. The program focus is widening, and deep engagement with local management continues.

More than half our employees work in an ISO 14001 certified site and we continue to partner with customers to green supply chains. We share some examples of what this looks like around the world in our report, as well as examples of how we are greening our operations and assets.





We are also starting to tackle the complex issues of managing sustainability issues in the larger supply chain. Agility has rolled out a global vendor management initiative that includes understanding our suppliers' people, social and environmental practices in greater detail.

Our humanitarian and emergency logistics program has become significantly more mature and robust over the years: involving not only helping our humanitarian partners respond to more than 40 natural disasters over the years, but also including helping with preparedness and capacity building.

It is with pride that I report that our employees continue to lead volunteer projects in their own communities in ways that are relevant and important locally. The company has now supported more than 1,370 community projects in 80 countries reaching more than 1 million people in need.

So what's next? Continued and deeper engagement in these core areas across the world, with a particular focus on Africa, as the company continues to expand in this region.

As always, we acknowledge with humility that there is always more to learn and more to do. I hope that you will enjoy this update on our evolving path forward, and welcome you to share your ideas and feedback on how we can further engage and improve.



Tarek Sultan, Vice Chairman and CEO

About Our Business

Agility's story parallels the rise of emerging markets in the global economy. The company got its start as a local warehousing provider in Kuwait and grew to become the largest logistics company in the Middle East. It acquired more than 40 logistics brands around the world, investing billions to build a global network with a strong footprint in emerging markets.

Today, Agility is one of the world's largest integrated logistics providers with an enterprise-wide headcount of more than 22,700 employees and operations in 100 countries.



Company Overview

Agility brings efficiency to supply chains in some of the globe's most challenging environments, offering unmatched personal service, a global footprint and customized capabilities in developed and developing economies alike. Agility is one of the world's leading providers of integrated logistics.

Agility's core commercial business, Global Integrated Logistics (GIL), provides supply chain solutions to meet traditional and complex customer needs. GIL offers air, ocean and road freight forwarding, warehousing, distribution, and specialized services in project logistics, fairs and events, and chemical logistics.

Agility's Infrastructure group of companies manages industrial real estate and offers logistics-related services, including e-government customs optimization and consulting, waste management and recycling, aviation and ground-handling services, support to governments and ministries of defense, and remote infrastructure and life support.

Agility at a Glance

2015 Revenue:

KD 1.30 billion
(USD 4.33 billion)

2015 Net Profit:

KD 53.38 million
(USD 177 million)

Market Position:

Global top 15 logistics provider; Leading position in emerging markets

Lines of Business:

- Core freight forwarding business (Agility Global Integrated Logistics);
- Specialized capabilities in project, chemical logistics, and fairs and events
- Portfolio of logistics-related businesses (Agility Infrastructure)

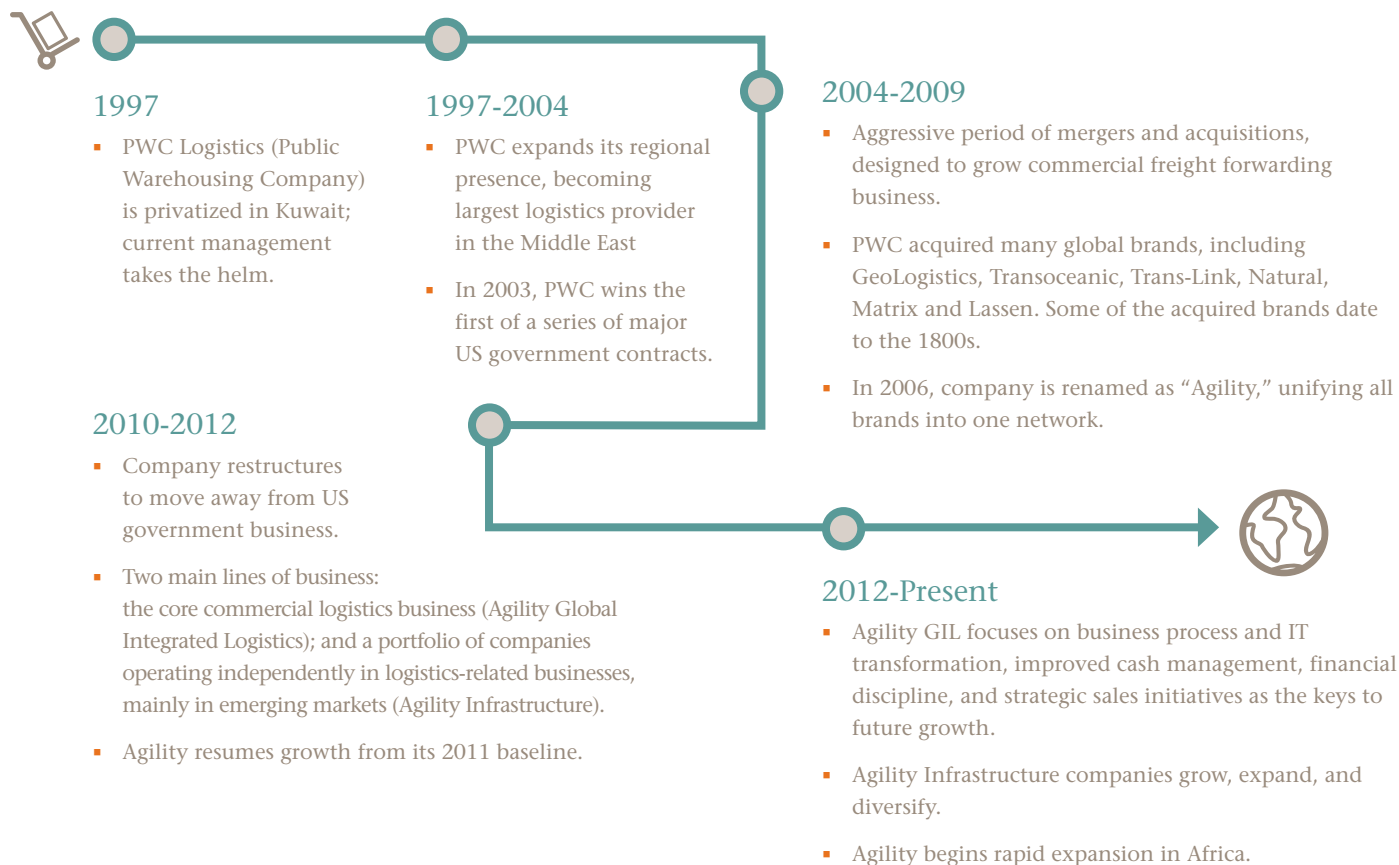
Operations:

100+ countries; 500+ offices

Employees:

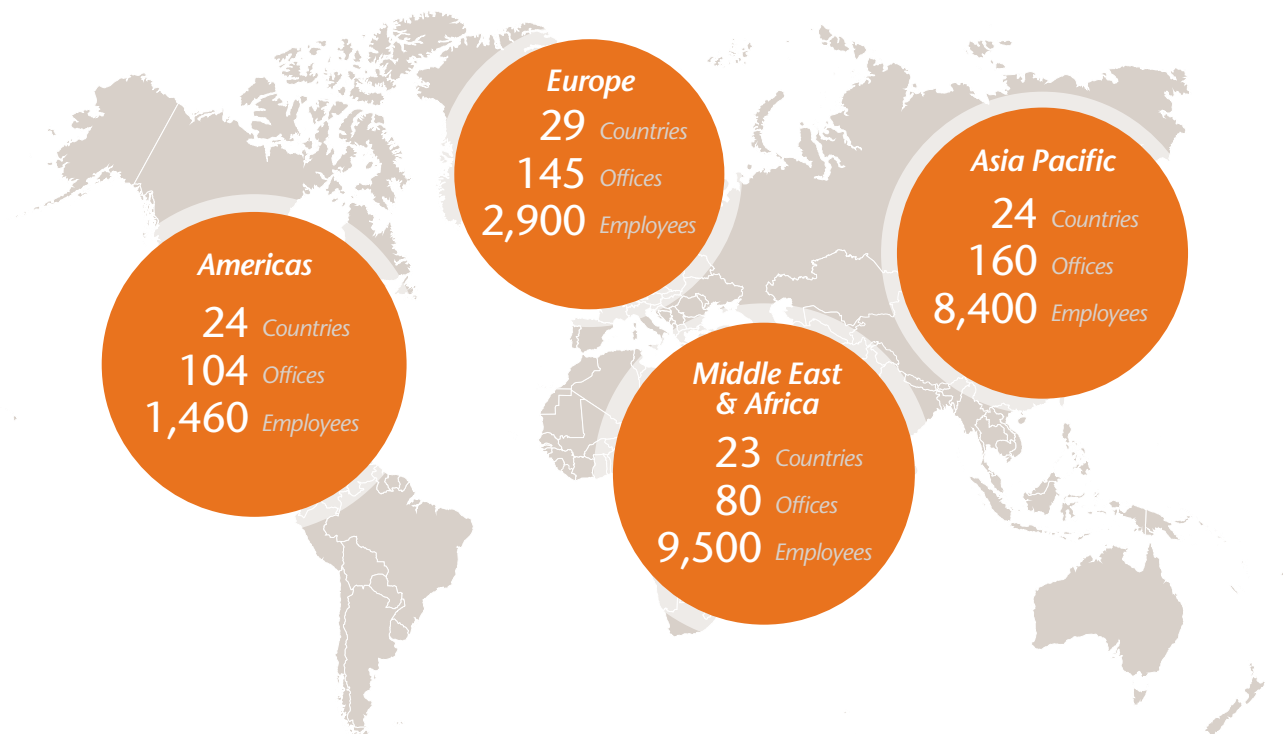
22,700+

History



Global Footprint

Agility has a global network, differentiated by strong presence in emerging markets. Agility's corporate headquarters are in Kuwait. Agility GIL headquarters are in Switzerland, with regional headquarters in Dubai, Switzerland, the USA, and Singapore. Each Agility Infrastructure company has its own headquarters locations, most in Kuwait or Dubai. Our headquarters are in key locations around the world, reflecting our culture of staying close to our customers, our global footprint, and our round-the-clock work ethic.



Ownership

Agility is a publicly-listed company on the Kuwait Stock Exchange and the Dubai Financial Market. We have an estimated 14,000 shareholders comprising of individuals and public and private institutional investors.

Among those owning the largest stakes are the National Real Estate Company, a publicly-listed company in Kuwait, and the Public Institution for Social Security, a representative of Kuwait's government pension fund.

Governance

Agility is an integrated company with varied businesses operating within the framework of the policies established by the Agility parent organization. This operating model is designed to drive accountability for results by putting each differentiated business in charge of execution against established objectives.

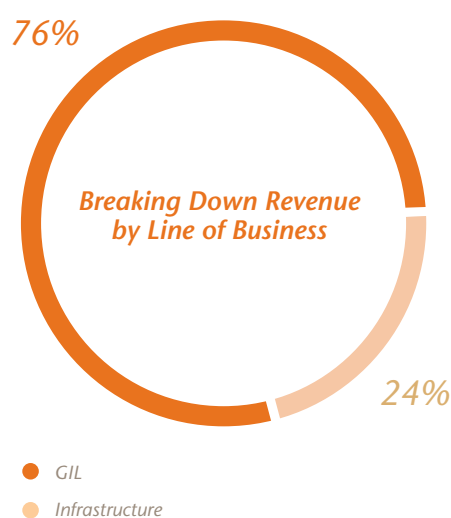
Agility's parent company is governed by an elected Board of Directors and provides global policy and strategy guidance. The Board is elected every three years. The Chairperson of the Board of Directors is Henadi Al Saleh. The Vice Chairman & CEO of the company is Tarek Sultan. Agility's Board of Directors is currently comprised of seven members, one of whom is a woman (the Chairperson).

Agility's Board of Directors convenes two major committees: one that decides on compensation and incentives for top management, and an investment committee that approves investment proposals.

Agility holds an annual General Assembly meeting for all shareholders to discuss the company's performance and offer investors an opportunity to make recommendations, offer feedback or express concerns to the company's Board of Directors.

Additionally, shareholders are welcome to contact the company's Investor Relations team by email, phone, or in-person to provide input. The Investor Relations team prepares a monthly report of market, analyst, and shareholder feedback for the Board and the company's top management.

Each Agility business, including the core commercial (GIL) business and each of the Infrastructure companies, is also governed by an internal management board. These boards prepare a "quarterly business review" that is then compiled and presented to the Corporate parent.

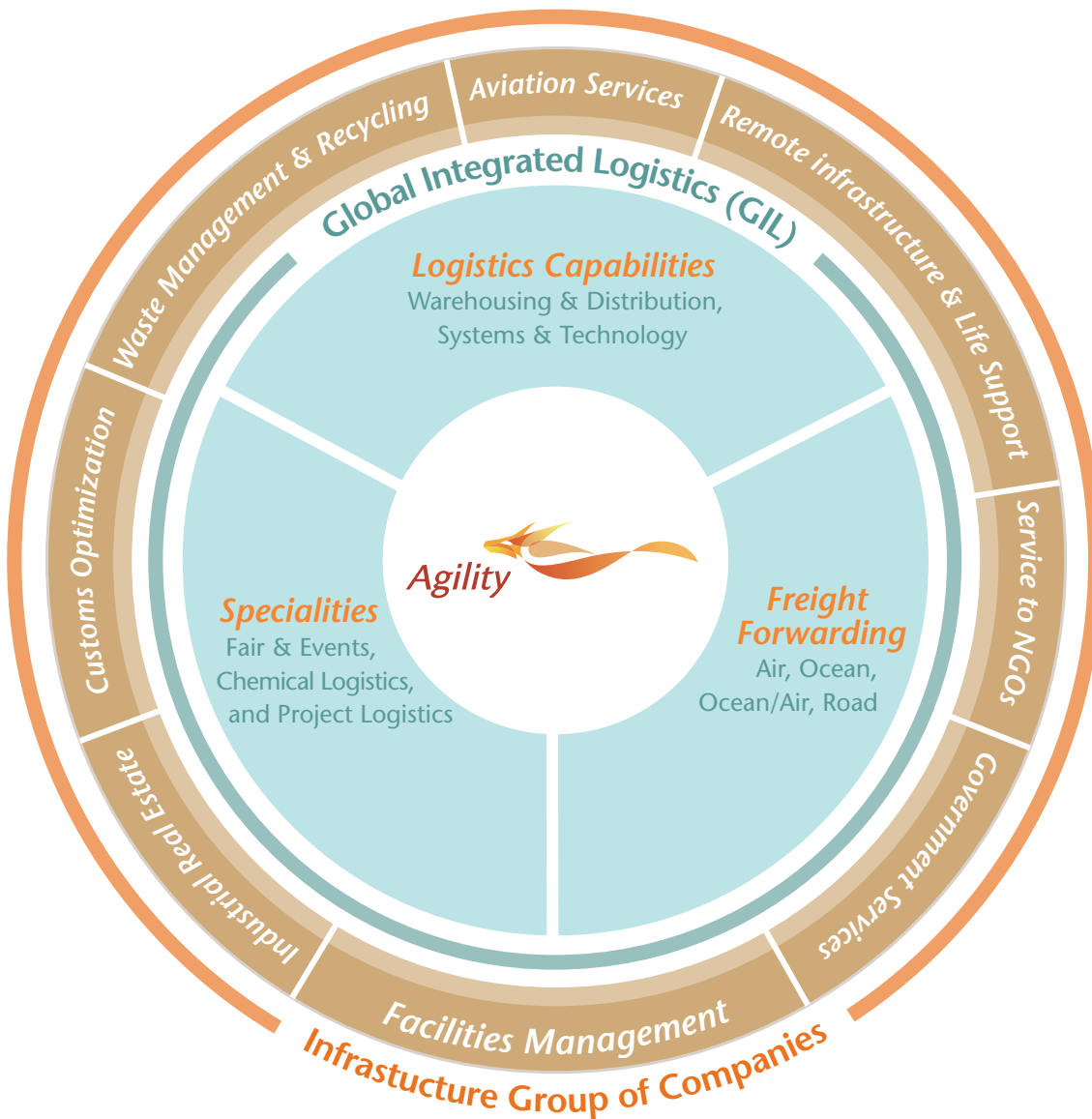


In 2015, Agility GIL posted revenue of USD 3.31 billion and Agility Infrastructure companies posted revenue of USD 1.04 billion.

Business Structure

Agility has two main lines of business. Through our Global Integrated Logistics (GIL) business, we work with companies in diverse industries and markets to move, manage, and distribute the goods that underpin global commerce.

Through our Infrastructure portfolio of companies, we provide logistics-related services in emerging markets that facilitate trade and create access to new opportunities.



Agility GIL accounts for 75% of the company's headcount and 80% of the company's revenue.

Agility Global Integrated Logistics (GIL)

Agility Global Integrated Logistics (GIL) provides supply chain solutions to meet traditional and complex customer needs. GIL offers air, ocean and road freight forwarding, warehousing, distribution, and specialty services in project logistics, chemical logistics, and fairs and events. We are distinguished by our global network and leading position in emerging markets; a willingness to customize solutions for our customers; an entrepreneurial culture that has led us to invest and grow in areas where others see risk; and a deep commitment to personal service for our customers and communities.



Core Freight Forwarding Products:

Agility offers a convenient menu of standard freight forwarding products to balance urgency and cost effectiveness for customer's day-to-day shipments.

- Air Freight
- Ocean Freight
- Ocean /Air Freight
- Road Freight



Logistics Capabilities:

When supply chain demands require a greater depth of knowledge and higher level of customization, Agility's experts can help with logistics solutions, warehousing and distribution, systems and technology.

- Warehousing and distribution
- Supply chain solutions



Specialty Services:

Projects: Agility provides turn-key solutions that bring value to our customers' supply chains by integrating traditional material forwarding and specialty services such as capital project logistics and marine services to create a holistic logistics solution for EPC, Operator, Oil & Gas and Mining project customers.

Fairs & Events: Agility ensures smooth handling of fairs and exhibitions around the world. Our reputation as a premier, world-class exhibition forwarding specialist is affirmed by our yearly appointment as the official or approved freight forwarder for major events around the world.

Chemical Logistics: Agility Chemical Logistics delivers integrated solutions to industries competing to thrive in today's global, rapidly evolving world where science and technology intersect. We serve the chemical, petrochemical, polymer, biofuels, life science and food ingredient sectors, across commodity, intermediate, and specialty chemical supply chains. Supported by a worldwide network of freight forwarding and logistics experts, our specialty businesses shape end-to-end solutions, from large-scale projects to detailed collaboration.

Facilitating Global Trade

Agility assists its thousands of customers, from the world's largest corporations to small and medium enterprises, by delivering millions of their shipments around the world.

In 2015 Agility GIL served 60,000 customers in transporting a total of 2.1 million shipments, composed of 364,708 tons of air freight, and more than 600,000 ocean freight containers.

Agility Infrastructure

Agility's Infrastructure group of companies manages industrial real estate and offers logistics-related services, including e-government customs optimization and consulting, waste management and recycling, aviation and ground-handling services, support to governments and ministries of defense, remote infrastructure and life support.



Real Estate:

Real Estate has significant experience in developing industrial facilities in emerging markets. Today Real Estate manages large land holdings in the Middle East, Africa, and South Asia.



National Aviation Services (NAS):

NAS is an airline ground handling company providing ground support, passenger handling, cargo management, engineering, and lounge services in emerging markets.



GCC Services:

GCC Services focuses on providing life support, catering, and worldwide camp facility construction and management.



United Projects for Aviation Services Company (UPAC):

UPAC manages real estate at Kuwait International Airport and provides facilities management services at a leading shopping mall in Kuwait.



Metal and Recycling Company (MRC):

MRC serves industrial, commercial and governmental clients in the Middle East with waste management, scrap trading, and recycling solutions.



Global Clearinghouse Systems (GCS):

GCS is joint venture with the Kuwait General Administration for Customs (KGAC), to modernize, optimize and support Kuwait customs operations for a period of twenty-five years.



Inspection and Control Services (ICS):

ICS provides governments around the world with customs modernization, trade facilitation and e-government solutions.



Agility Defense & Government Services (DGS):

Agility's public-sector arm serves governments, ministries of defense and international organizations around the world.

Group Strategy

Agility's strategy can be described along two main lines.



Continue to transform the Global Integrated Logistics business

Agility's goal continues to be to realize the full potential of its GIL business by:

- Improving operational performance through technology: Our transformation efforts will continue to result in a re-engineering of our core business processes, and improve the effectiveness and efficiency of how we manage our business and serve our customers.
- Strengthening commercial performance. We will continue to use our track record of superior global account service to enable better service delivery to the SME customers that represent a large portion of our customer base, while continuing to maintain a strong global and regional account program.
- Running the business efficiently. We will continue to drive productivity and efficiency across our operations in order to run a streamlined and disciplined business with an appropriate cost structure.

Accelerate growth in the Infrastructure portfolio

Agility's Infrastructure companies occupy profitable niches in the marketplace and, as a group, serve as a healthy hedge against volatility in the global economy because they are in relatively stable, high-growth sectors in emerging markets.

Agility's Real Estate business remains the main contributor to the Infrastructure group and is focused on improving occupancy and developing its land holdings in the Middle East and Africa. National Aviation Services, a ground handling company, is also a significant contributor to the Infrastructure group. It is focused on geographic and customer diversification in frontier economies, particularly in Africa. Other entities within Agility's Infrastructure portfolio have also shown growth over the last several years. Agility also remains open to investing in businesses that are operationally and financially healthy.

Throughout this process to drive improvement, Agility will continue to remain focused on our customers. Efficient, personal, customized service, especially in emerging markets, is the bedrock of our business.

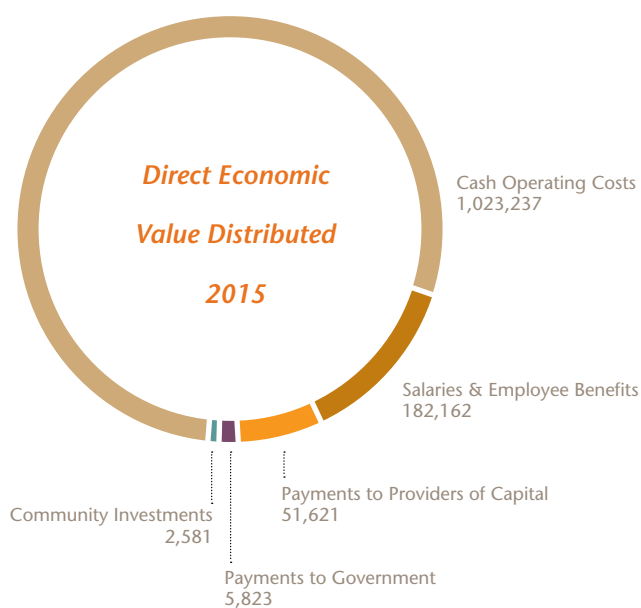
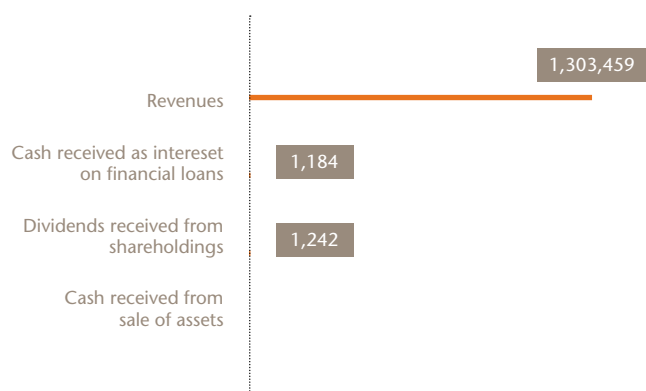
Group Financial Performance

Full details about Agility's financial performance can be found in the company's latest annual report and quarterly earnings releases, which are available on Agility's website.

Group Financial Performance

Million Kuwaiti Dinar (KD)	2015	2014	2013	2012	2011
Revenue	1,303.46	1,357.35	1,375.69	1,417.75	1,330.92
Net Revenue	406.36	392.03	386.3	370.1	375.08
<i>Net Revenue Margin</i>	<i>31.18%</i>	<i>28.88%</i>	<i>28.08%</i>	<i>26.10%</i>	<i>28.18%</i>
EBITDA	99.83	99.97	93.99	79.45	58.43
<i>EBITDA Margin</i>	<i>7.66%</i>	<i>7.37%</i>	<i>6.83%</i>	<i>5.60%</i>	<i>4.39%</i>
Net Income	53.38	50.84	46.2	34.3	27.04
<i>Net Income Margin</i>	<i>4.10%</i>	<i>3.75%</i>	<i>3.36%</i>	<i>2.42%</i>	<i>2.03%</i>
Total Assets	1,462.40	1,452.36	1,412.26	1,432.82	1,402.42
Total Liabilities	530.93	541.25	515.63	522.92	503.33
<i>ROA</i>	<i>3.65%</i>	<i>3.50%</i>	<i>3.27%</i>	<i>2.39%</i>	<i>1.93%</i>
<i>ROE</i>	<i>5.89%</i>	<i>5.72%</i>	<i>5.26%</i>	<i>3.83%</i>	<i>3.03%</i>

Direct Economic Value Generated 2015



Vision

To be a new type of logistics leader meeting the challenges of global trade

Mission

To facilitate trade through innovative supply chain solutions

Values



Building trust with customers, communities, suppliers and one another by doing what is right, working safely, keeping our promises, being a good citizen, complying with regulations and laws, and honoring rules of engagement.



Working across organization and cultural boundaries to achieve extraordinary performance and deliver personal service to customers.



Building a culture based on excellence in thought and in execution to better serve customers. Demonstrate excellence in safety to protect our staff and the communities we serve.



Taking personal responsibility for the outcome of our actions by acting safely and anticipating needs, being resourceful and following through until the job is done.

Awards

2015

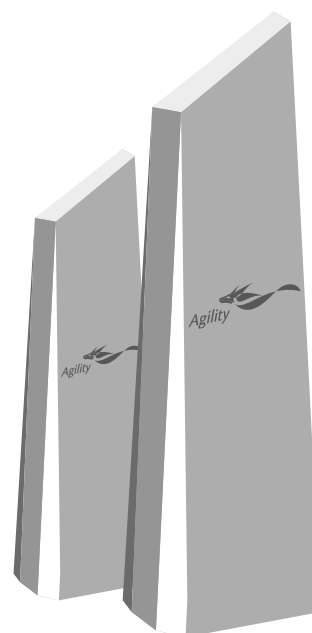
- Third-Party Logistics Company Award (Automotive Supply Chain Global Awards)
- CSR Leadership Award (Asia Best CSR Practices Awards)
- Support and Improvement of Quality of Education (Asia Best CSR Practices Awards)
- Middle East 3PL Service Provider of the Year (Supply Chain & Transport Awards)
- Gold Award (American Society of Safety Engineers Gulf Cooperation Council Health, Safety & Environment Excellence Awards)
- Excellence in CSR (American Society of Safety Engineers Gulf Cooperation Council Health, Safety & Environment Excellence Awards)
- Shanghai Enterprise Safety Innovation Model Award (Shanghai State Government in China)
- Best Warehousing Provider (ZTE Corporation, Malaysia)
- Distinguished Service Award (National Defense Transportation Association)
- Ranked #2 in top 50 logistics companies in the Middle East (Logistics News ME)
- Logistics Award (Lloyd's List Asia Awards)
- Partner of the Year Award (Flowserve, USA)
- Corporate Finance Category Winner, ACT Middle East Deals of the Year Awards

2014

- Best Solution for Sustainability (Asian Manufacturing Awards)
- Global Logistics Provider of the Year (Payload Asia Awards)
- Corporate Social Responsibility Award (Payload Asia Awards)
- Logistics Award (Lloyd's List Asia Awards)
- Best Partner of the Year (Samsung)
- Golden Award of Excellence in Corporate Social Responsibility (Awarded to Gulf Catering Company by the Arab Organization for Social Responsibility)
- Agility Brazil Receives Supplier Award (MWM/Navistar)
- Top 75 Green Logistics Providers (Inbound Logistics)
- Responsible Care and Community Interaction Award (Chemical Business Association, UK)
- Best Corporate Award (Youth for Seva)
- Collaboration Supplier of the Year (ABB)
- Outstanding Sales Performance Award (Emirates Sky Cargo)
- Logistics Company of the Year Award (Arabian Business Achievement Awards)
- 3PL Leader (Gartner Magic Quadrant for Global Third-Party Logistics Providers)
- Sustainability Award (Nokia)
- Ranked #65 in Top 500 Companies in Arab World (Forbes)

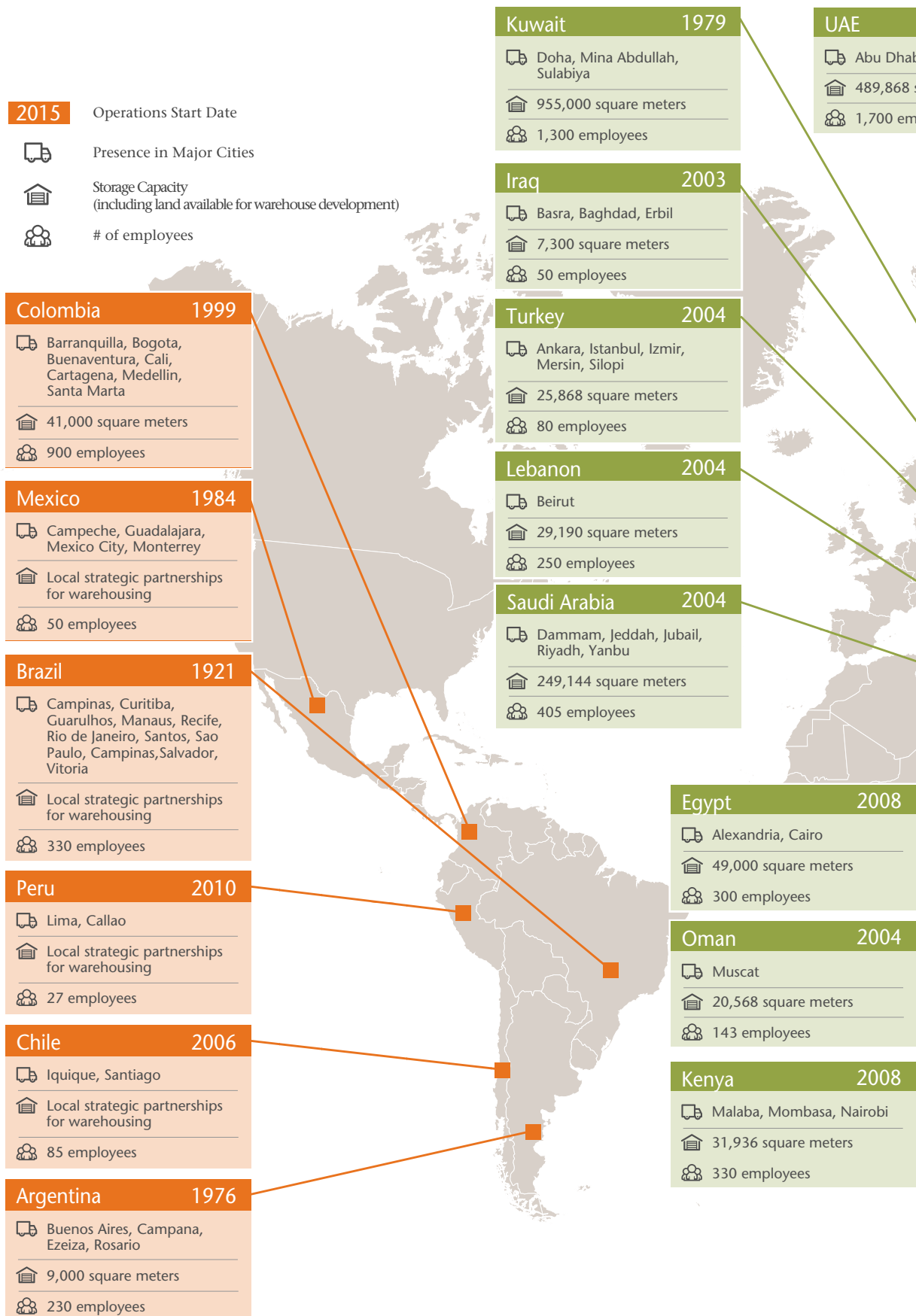
2013

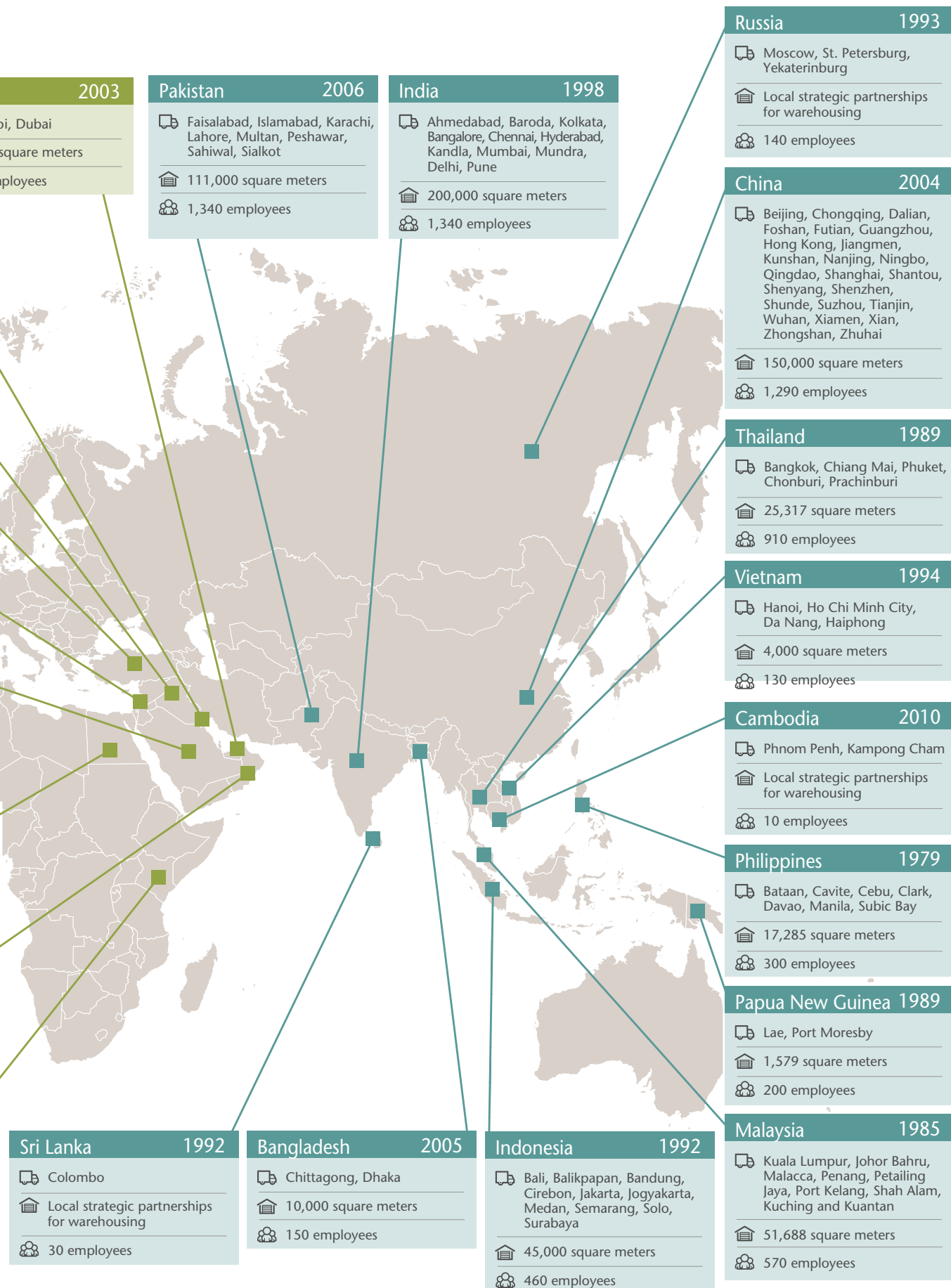
- Best 3PL Logistics Provider (Asian Manufacturing Awards)
- Global Logistics Provider (Payload Asia Awards)
- Oil and Gas Gold Award (American Society of Safety Engineers, Kuwait Chapter)
- Best Free Zone Company (Dubai Trade)
- Corporate Social Responsibility Award (Seatrade Asia)
- Gold Award, Health, Safety and Environment Excellence (American Society of Safety Engineers, Gulf Cooperation Council)
- CEO Award for Health Safety and Environment (Kuwait Petroleum Corporation)
- Best Clearing Agent (Dubai Customs)
- Driving Sustainability Award (Nokia)
- Best Ocean Cargo Freight Forwarder (Transportes & Negocios, Portugal)



Agility Unlocks Global Market Potential

Agility is a truly global company, with more than 500 branch offices in 100 countries, with strong capabilities in key emerging and developed markets alike. We unlock potential and facilitate world trade by assisting our thousands of customers, from the world's biggest corporations to small and medium enterprises, deliver millions of shipments around the world. Here is a snapshot of our capabilities in some of our key emerging market operations locations.





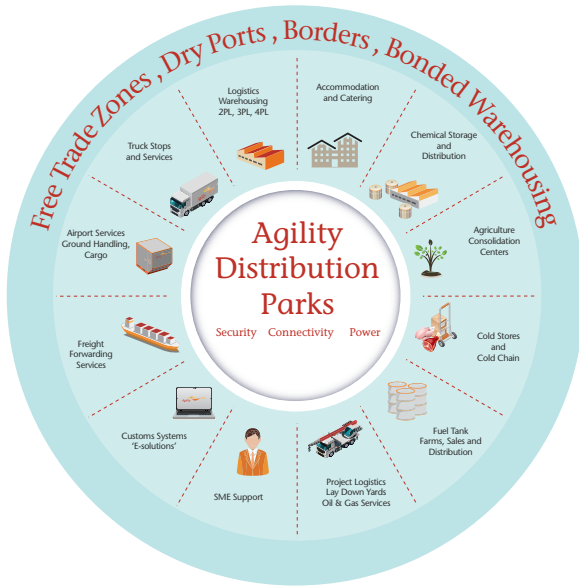
Facilitating Trade in Emerging Markets

Agility helps facilitate trade to and from emerging markets, creating deeper social and economic value by making some of the world's most challenging environments accessible to trade. Agility serves major multinationals that are expanding their international footprint and it helps small and medium enterprises as they tap into growing consumer demand in these dynamic markets.

Customer Challenges in Emerging Markets	How Agility Reduces Risk
Dense, ambiguous, or inconsistently applied regulations, complex bureaucratic processes, delays at customs	Strong understanding of local regulations and relationships with local authorities. Proactive approach to securing correct documentation in advance. Committed to compliance with international regulations like the Foreign Corrupt Practices Act (FCPA) and UK Bribery Act (UKBA)
Connectivity challenges related to infrastructure	Creativity in finding effective routes and modes of transport to move goods
Ever-present need for talented, professional, and customer-oriented human resources	Experienced logistics professionals with a strong understanding of the local market
Security considerations, supply chain resilience in parts of the world that are often at higher risk for natural disasters or political change	A safety-oriented approach, and ability to respond quickly to external events to minimize disruptions
Challenges of managing a diverse set of suppliers	Strong supplier relationships, project management capabilities, and systems and technology support
Fast-changing cost structures, escalating labor and property prices	Well-established network in emerging markets, commitment to helping customers manage costs, and proven ability to provide innovative solutions
Strained capacity	Existing investments in capacity, strong local relationships to scale as needed, and track record of “building to suit” investments for major customers
Finding a logistics partner who truly “gets it” – not just during the good times, but also when things get tough	Can-do attitude, flexibility in tailoring solutions to individual customer needs, and a deeply held belief in personal service

Case Study: Getting Goods to Market in Africa

Medical materials are as critical in Africa as any other location, but reliable delivery of medical equipment, pharmaceuticals and services is challenged by limited infrastructure and capacity. Agility has stepped up to this challenge through direct and deep investment in the establishment of Agility Distribution Parks throughout Africa. These parks replicate similar Agility facilities and operations that have proven to be the backbone of Agility's Real Estate investments in many emerging market locations.



In 2014, Agility began infrastructure development of its Africa distribution parks that will help mitigate risk and deliver world-class logistics services for the African market. The Agility Distribution Park program will result in a pan-African network of local distribution parks to provide a route into and out of local Africa markets for pharmaceutical and other customers, providing storage facilities that will guarantee cargo integrity and security. The parks are close to markets and customs authorities, and will be

strategically located close to ports, airports and urban areas. They will include full access to the internet to allow e-commerce and the electronic ordering of medicines via mobile phones and other locally relevant technology. Local distribution & delivery is integrated into local transport practices to increase medicine accessibility and reach more people in need of treatment.

In the Agility Distribution Parks, customers are provided world-class facilities that include security, connectivity, power and infrastructure required to hygienically and safely store and all manner of medical materials. The Agility Distribution Parks allow for improved clearance, storage and distribution of vital pharmaceutical and medical products to a rapidly growing population of consumers.

Establishment of the network of Agility Distribution Parks has begun, with construction already underway in Ghana. By creating world class distribution facilities in emerging market locations in Africa, access to vital medicines and treatments are enabled and this creates improved healthcare for large populations.

These parks would not be possible without Agility's prior experience with similar operations in other emerging market locations, its aggressive Africa growth strategy, and its commitment to improved local economic development and prosperity through socially responsible business and investments.

Agility's customers with Africa operations will be provided world-class facilities that include security, connectivity, power and infrastructure required to hygienically and safely store and maintain with 100% inventory accuracy of all manner of medical and other materials. This will improve the physical and economic health of any geography served by the Agility Distribution Parks.



Building Knowledge: Agility Emerging Markets Logistics Index

Agility is committed to building knowledge about management of effective supply chains in emerging markets. An important example is the annual Agility Emerging Markets Logistics Index, developed in partnership with Transport Intelligence (Ti), a leading source of research and news about the global logistics industry. The Agility Emerging Markets Logistics Index gives companies insights into the strengths and weaknesses of individual markets from a logistics perspective, and the factors behind the growth in the fastest-growing economies.

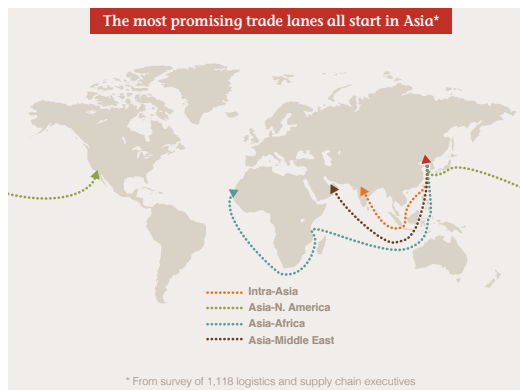
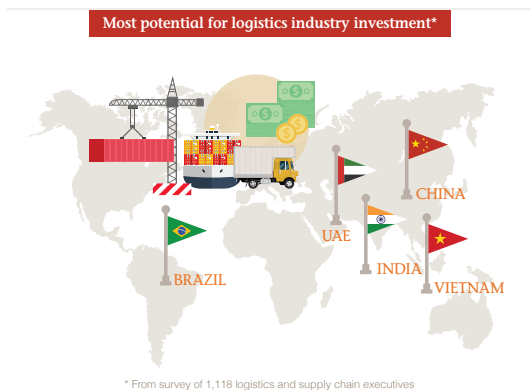
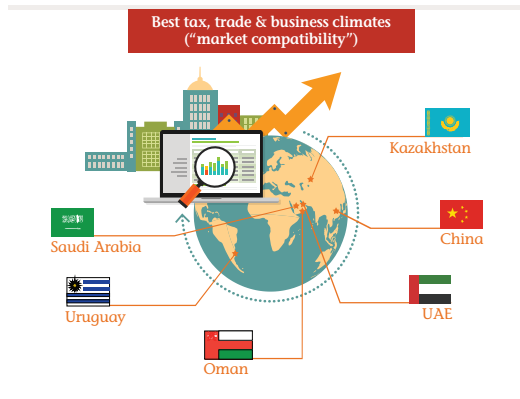
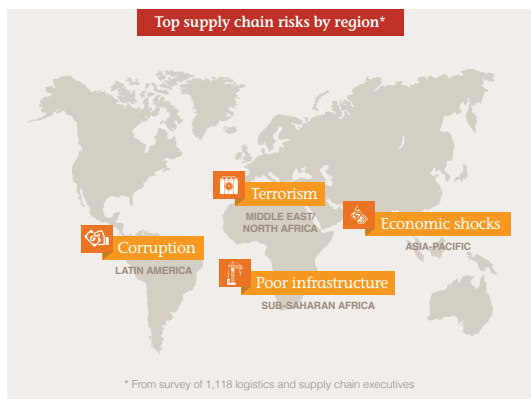
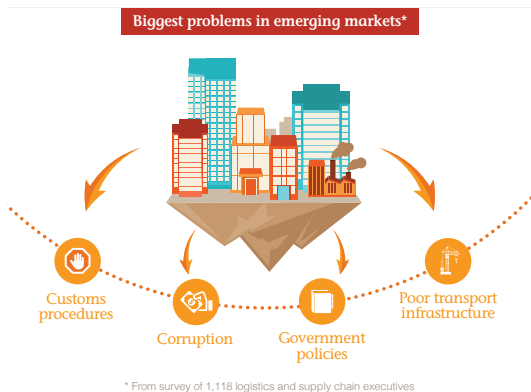
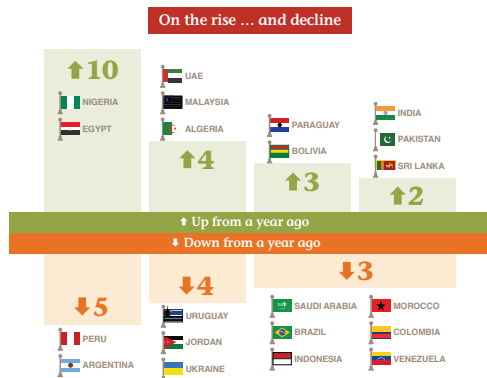
The Index compares 45 key emerging markets by size and growth; market compatibility (foreign direct investment, security, urbanization, wealth distribution); and market connectedness (international and domestic transport infrastructure). The Index also highlights the importance of individual trade lanes connecting emerging markets countries with their customers.

To view the latest Agility Emerging Markets Logistics Index, visit: <http://www.agility.com/EN/about-us/Pages/Agility-Emerging-Markets-Logistics-Index-2016.aspx>



"As an emerging markets leader, Agility contributes to the creation of shared value through its business activities. First, we facilitate trade in emerging and frontier markets in which trade and sustainable development are directly linked. Second, we have made significant social and economic investments in these new markets, through our hiring and development practices and community outreach. And third, we bring greater productivity to the value chain in these markets – helping improve quality, security, reliability, and the cost of doing business. We are helping tap the true potential of emerging markets on the global stage."

– Tarek Sultan, Vice Chairman & CEO



Our CSR Materiality, Stakeholders, and Management

At Agility, we believe in building trust with employees, customers, communities, suppliers, and shareholders by doing what is right, being a good citizen, working safely, honoring rules of engagement, and giving back to our communities and planet.



Our Priorities

Our Corporate Social Responsibility priorities are driven by the feedback of our key stakeholders – our shareholders, customers, employees, local governments, communities, and civil society partners; by the mega-trends in our industry; and by the nature of our company and the geographies where we work.

The materiality matrix below provides more information on issues most relevant to us and why, what we are currently working on, and what the future holds.

Environment

Why does it matter?

- **It's the right thing to do:** Logistics and transportation is a polluting industry, and we have a responsibility as an industry leader to be a part of the solution.
- **Customer requirements:** Our customers want and need to understand their carbon footprint to make informed choices.
- **Compliance:** Environmental regulations are changing worldwide, affecting Agility and its customers.
- **Competitive advantage:** We are in the business of building more efficient supply chains, which can often mean "greener" supply chains as well.

What is our focus and why?

- **Partnering with customers to drive informed choices:** With 90% of Agility's carbon footprint being outsourced, working with customers to help them understand the implications of their purchasing decisions is key.
- **Measuring our carbon footprint:** As everyone knows, if you can't measure it, you can't manage it. Improving the quality and breadth of our carbon emissions tracking across our geographically dispersed operations is an ongoing priority.
- **Reducing energy consumption internally:** 82% of Agility's operational emissions come from electricity use in offices and warehouses, 18% from fuel consumption. Operations in the Middle East are the highest contributors to total emissions. We focus on reducing our impact by improving awareness and behavior practices.
- **Waste management, especially packaging waste:** As a logistics provider, Agility processes high volumes of packaging and pallet waste. Working to recycle, reuse or reduce this waste is an opportunity.

What progress have we made?

- **Ongoing customer partnerships around leaner, greener supply chains:** Agility is working with some of the world's largest companies to improve efficiencies and reduce environmental impact in the supply chain. Examples range from consolidating goods in transit for a global telecommunications company, to managing the supply chain for one of the world's largest natural gas plants in an environmentally protected zone, to offering closed-loop logistics for one of the world's largest hard drive manufacturers. Agility also recycles pallets and packaging waste for a global sports apparel retailer in Indonesia and the Philippines.
- **Offering free carbon reporting to customers:** Agility offers customers free carbon reporting through its freight management system, as well as a quick emissions transport calculator on its mobile apps for iPhone, Windows, and Android.
- **Expanding our internal environmental awareness campaign:** Agility is now in the third year of its internal "Think Green, Act Green" campaign, to raise awareness of environmental management issues.
- **Expanding the quality and scope of our carbon emissions mapping:** Agility is now tracking carbon emissions in nearly 75% of its operations. Our estimated direct CO₂ emissions for 2014 were down approximately 10% from the average annual emissions from 2011-2013.
- **Pursuing global ISO 14001 certification:** Today, nearly 50% of all Agility employees work in an ISO 14001 certified site.
- **Piloting sustainable technologies:** Agility has procured electric vehicles for the first time, and we are employing sustainable energy in three operations locations. We are looking at this technology, and considering its wider use where it is economically feasible.
- **Participating in industry dialogue with the World Economic Forum & Business for Social Responsibility:** Agility continues to engage with customers, non-profit organizations, and other industry leaders on industry-relevant sustainability issues, via its strategic partners, the World Economic Forum & Business for Social Responsibility.

What's next?

- **Better managing CSR issues in our supply chain:** Agility has collected baseline sustainability information from its strategic air carriers, and we are developing air freight products that are taking sustainability into account. We will do the same with ocean freight in the coming years.
- **Modifying our systems to capture more detailed environmental reporting data:** We believe that technology investments we are making in our core business will also provide us with a richer, more detailed picture of our environmental impact and allow us to make better decisions for ourselves and our customers.
- **Creating a global framework for managing and reporting waste management issues:** Currently, there are pockets of excellence in the company in regards to waste management, but no global tracking systems to measure waste recycled, reused, or reduced.
- **Adding more countries/operations to our ongoing carbon mapping exercise:** Agility will continue to broaden our carbon footprint tracking, adding significant operations.
- **Continued engagement in the industry dialogue:** We will continue to work with the World Economic Forum, Business for Social Responsibility and other similar organizations to improve our operations and impact.
- **Supplier Management:** Continue to work with our suppliers to better understand the environmental impact from the work provided on behalf of our customers.
- **ISO Certification:** We will continue to increase the number of ISO 14001 certified operations.
- **Employee Engagement & Awareness:** We will continue to engage our employees to help us all better understand that each of us has a role to play in improving our environmental impact.



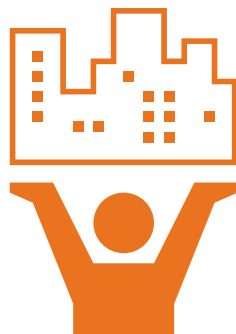
Community

Why does it matter?

- **It's the right thing to do:** We have a strong presence in emerging markets, where sustainable development is a priority.
- **Employee commitment:** Our people come from the local community and are deeply committed to giving back.
- **Talent recruitment and retention:** Having the opportunity to be personally involved in making a difference in our communities gives additional meaning and satisfaction to our employees' work. It builds pride in the brand, and unifies our people around the world.
- **Ability to add value:** We have the skills, experience, and resources to support humanitarian and non-profit partner organizations, particularly when it comes to rapid-response emergency logistics after natural disasters.
- **Integration:** Our community program allows team members from around the world to work collaboratively on projects with real relevance and meaning, and to live Agility's in a very real sense. It's a great way to build strong and effective teams.
- **Investment in our future:** Building strong communities builds future markets and talent for our business.

What is our focus and why?

- **Emerging markets:** The bulk of our community investments are made in emerging markets for two reasons. First, the needs are often enormous, and second, Agility is heavily invested in emerging markets. The company's social investments mirror its economic investments and interests.
- **Disaster response:** Natural disasters such as floods, earthquakes and tsunamis pose enormous logistics challenges. As a leading logistics supplier with expertise and assets already on the ground in many high-risk countries, Agility has the know-how to help provide "surge" capacity during the early, critical phases of an emergency response.
- **Community volunteerism:** Agility employees are committed to giving back, and the company strives to provide them with opportunities to lead in their communities. The company usually makes volunteerism and personal engagement a condition of investing in social projects, because we believe it adds value and impact. We also believe that projects are more sustainable in the long-term, if employees are personally vested in the outcome.
- **Youth and education, health, environmental volunteerism:** With huge diversity in the needs of our local communities around the world, Agility strives to stay flexible in terms of the type of projects it supports. Our vision is that our employees in the local community take the lead on establishing priority areas and screen issues likely to drive the greatest impact. The areas of youth and education, health, and environment are umbrella topics designed to provide loose guidance, while being open enough to still put employees in the driving seat.



What progress have we made?

- **Strong and innovative public-partnerships:** Agility is a founding member of the Logistics Emergency Teams (LETs) initiative in which four leading logistics companies contribute private sector expertise to the humanitarian community during times of major natural disasters. The partnership covers operational deployments, donated services, and training and preparedness. Agility also has a separate partnership with International Medical Corps.
- **More than 1,370 community investments:** From 2013 - 2015, employees led 550 community projects around the world, mostly in emerging markets. Through their efforts, we reached more than 200,000 people in need with some form of service activity over three years. This brings the total number of projects to 1,378 in more than 80 countries since we launched the program in 2006.
- **Empowered volunteers across the world:** More than 19,000 employees in more than 60 countries volunteered to take part in a CSR activity from 2013-2015. More than 50% of the total workforce from our core logistics business volunteered for a CSR activity in 2015.
- **Built or sponsored all costs of school constructions or refurbishments in 5 countries** -- Indonesia, Sri Lanka, Cambodia, India, and Pakistan. Agility has helped fund the construction or maintenance of over 22 schools around the world so far.
- **Responded to disasters on three continents:** Since 2006 we have supported more than 40 humanitarian projects with pro-bono service offerings. In 2013-2015, Agility deployed logisticians to support the humanitarian supply chain for typhoon and flooding responses in the Philippines, as well as for disaster preparedness in Indonesia, the Philippines and Papua New Guinea.

What's next?

- **Continue to drive social investments:** We continuously seek to engage the hearts and minds of our employees, urging them to give back -- with company support. We will continue to invest in our communities, particularly in educational projects in emerging markets. We will pay particular attention to projects and initiatives aimed at giving girls and women access to education, especially in Africa.
- **Continue to engage in disaster response with our humanitarian partners:** We will build on long-term relationships with our humanitarian partners to provide assistance during the critical emergency phase of natural disasters. We will also work closely with our partners to drive preparedness by assisting with ongoing logistics capacity assessments, training, prepositioning of supplies, and knowledge sharing.
- **Engage more deeply with our customers on social issues:** We aspire to jointly invest with our customers on some of our larger projects in emerging markets. We believe that partnership allows us to bring greater scale and long-term impact. We will be inviting our stakeholders to join us so that together we can make an even bigger difference.

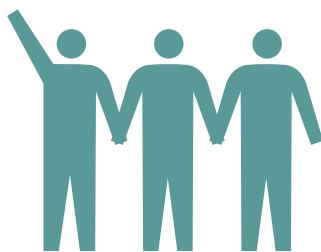
Our People

Why does it matter?

- **It's the right thing to do:** Being responsible starts at home. We employ more than 22,700 people around the world.
- **Our people affect our ability to perform:** We are in a "people" business; our people are at the heart of our ability to deliver.
- **Geographic scope:** We employ a large number of workers in parts of the world where regulations can at times be laxly enforced. That obligates us to ensure that we hold ourselves accountable.
- **Stakeholder expectations and trust:** Our stakeholders, whether they are employees, customers, shareholders, suppliers, or public and private partners, have the right to expect that Agility will treat its workers with dignity and fairness.

What is our focus and why?

- **Multi-Cultural Diversity in the Workforce:** As a multinational company with roots in an emerging market, we understand that not all countries are the same. We believe that a diverse global workforce, rooted in local markets where we operate, is a competitive business advantage for the company.
- **Integrated approach to human capital management:** With the acquisition of more than 40 logistics companies in less than a decade, we know we must take an integrated approach to human capital management. It is essential that we maintain visibility over our global workforce and continue to grow as a unified company.
- **Human rights issues:** For the most part, Agility is comprised of professional freight forwarding staff working in offices. However, in some parts of the world, we have an extensive operational footprint and employ drivers and warehousemen who could face fair labor issues because of weak regulations, language issues, or lack of awareness of company standards. Agility seeks to prevent human rights issues by setting high standards, training employees at all levels, providing anonymous grievance mechanisms, and auditing for compliance.
- **Health and safety:** Working safely to protect our people, customers and communities is critical. We are taking a fresh global approach to health and safety, scrutinizing global operations and identifying areas where we need to further invest.
- **Training and education:** In order for our people to continue to grow, develop and deliver excellence to our customers and partners, it is essential that we invest in their ongoing training and education at all levels of the company.
- **Employee engagement:** We believe that employees should have a voice, in addition to being informed. Agility uses several means to encourage dialogue between employees and management and to encourage collaboration in virtual teams around the world.



What progress have we made?

- **Employ over 120 nationalities:** More than 80% of Agility's workers are based in emerging markets, and more than 120 nationalities are represented on our global team. The majority of Agility's top and mid-level country management is local.
- **Women hold almost one-third of management positions:** Logistics globally is a male dominated industry, but women make up nearly a quarter of Agility's core commercial business overall, and nearly one-third of management, professional, sales, and support roles.
- **Ongoing focus on fair labor standards:** We trained more than 6,800 employees in the Middle East, Africa and Asia, most of whom are migrant workers (mostly from Asia) on fair labor standards, including "zero tolerance" for forced labor, payment of bribes to recruitment agencies, and illegal retention of passports. We also trained country management, human resources teams, and operations supervisors in each of these countries, and conducted multiple social audits in the Middle East & Africa countries that are under the scope of this program. We continue to implement the audit recommendations.
- **Training and education:** We invested in more than 10,500 industrial, technical, and skill development training courses for employees in 2013-2014. Employees averaged 3.97 training hours each in 2013 and 2014.
- **Sharpen our focus on health and safety:** Agility hired a new Global Director for Health and Safety in 2013, and top management now receives regular HSE reports. Preventable injury rates have fallen more than 80%. We have developed and rolled out a global safety manual to all operating locations, and we have developed and implemented mobile and online safety applications to report and manage near misses and safety incidents. Our 2015 performance of .19 lost workday injuries per 200,000 hours worked is 80% better than the industry standard; and our .24 recordable injuries per 200,000 hours worked is better than the industry standard by 80%.
- **Increased employee engagement:** Company intranet with social media and collaboration features enable more personalized, two-way dialogue with management. Additionally, Agility has started a "branch manager excellence" program to reach front line managers and engage them in learning and discussion about the company's strategy and future. This complements a wide range of leadership development programs for executives at various levels of the organization. 8% of our middle managers participated in leadership development programs in 2013 – 2015.

What's next?

- **Continue to treat our people as our core assets, and invest in them strategically:** We have to retain talent, hire smartly for our future, and grow our capabilities on individual and group levels. This means knowing our workforce and being able to recognize top performers; incentivizing people appropriately; investing in training and development; keeping succession plans up to date; focusing on in-house growth; and promoting from within.
- **Continued health and safety focus:** We will continue to develop our global health and safety program through open communications and behavior based changes to our organization. We will continue to improve our health & safety standards, promulgate tool-kits at the local level to empower local ownership and enable local success, develop our safety professionals through better training, and leverage IT solutions to better manage our health and safety program.
- **Africa and Asia Fair Labor Program Roll Out:** We will continue the global roll out of our human rights & labor program by scaling up our training and audit program in Africa and Asia in 2016, where we will ensure more than 7,500 additional employees will be covered by this program.

Business Ethics

Why does it matter?

- **It's the right thing to do:** Integrity is one of Agility's core values. Doing business with integrity is essential to us.
- **Stakeholder expectations and trust:** We build trust with our employees, customers, communities, shareholders, suppliers, and public and private partners by honoring rules of engagement, following laws, and being transparent.

What is our focus and why?

- **Competitive business practices:** Agility's [Competition Policy](#) and training program is designed to ensure a marketplace free of collusion and abuse of market position, along with other unfair business practices. This is particularly important in light of recent cases of price fixing in the industry.
- **Anti-corruption and bribery:** Anti-corruption efforts are gaining emphasis in the logistics industry. Agility's Code of Business Ethics and Conduct has been amended to reflect the strong anti-corruption standards set by both the U.S. Foreign Corrupt Practices Act (FCPA) and the UK Anti-Bribery Act.
- **Compliance with global sanction laws:** Agility's Code highlights important international regulations, including US, EU and UN sanctions, and guides employees on how to comply. This is critical given our role as a multinational company facilitating trade around the world.
- **Ethics training and awareness:** In order for employees to understand their ethics and compliance obligations, we must invest in training and awareness that focuses on key topics for our industry and business. Agility's ethics courses concentrate on real world situations. Topics include anti-trust, anti-corruption, conflicts of interest, competition law, environmental protection, health and safety, human rights, intellectual property, government procurement, and sanctions compliance.
- **Grievance reporting mechanisms:** Agility encourages employees to report possible violations of our Code of Business Ethics and Conduct and offers several ways for employees to elevate their concerns.



What progress have we made?

- **Ensure high standards are enshrined in Agility's Code of Ethics and Business Conduct:** Every employee receives training on our Code, which covers topics such as competition and fair selling practices; bribes gifts, and conflicts of interest; financial integrity and controls; record keeping and reporting; employee rights and working conditions; health, safety, and environment protection; and government controls and sanctions. Two new ethics policies and guides were introduced, including an operational level guide to UN, US and EU sanctions, as well as an EU-focused "Europe Anti-Bribery Policy." The Code was also amended to include tougher anti-bribery language.
- **Anti-corruption initiatives:** Agility participates in the World Economic Forum Partnering Against Corruption Initiative (PACI) as well as a private sector initiative, the Committee to Address Facilitation Payments (CAFP). From 2013-2015, more than 20,440 employees received anticorruption training, which outlined definitions of bribery, identified activities that might constitute bribes and bribery of foreign officials, and explained how to appropriately work with agents
- **Ethics and compliance training for more than 85% of all employees:** Agility employees took more than 82,800 ethics courses from 2013-2015. More than 85% of employees participated to help make sure we continue to uphold the high standards enshrined in our Code of Business Ethics and Conduct
- **Empowering employees to report grievances through training and an ethics hotline:** In 2013 & 2014, nearly 25% of employees completed online whistleblower training. Our various grievance reporting mechanisms remain in place, including an anonymous hotline that is answered in ten languages by a third-party provider.

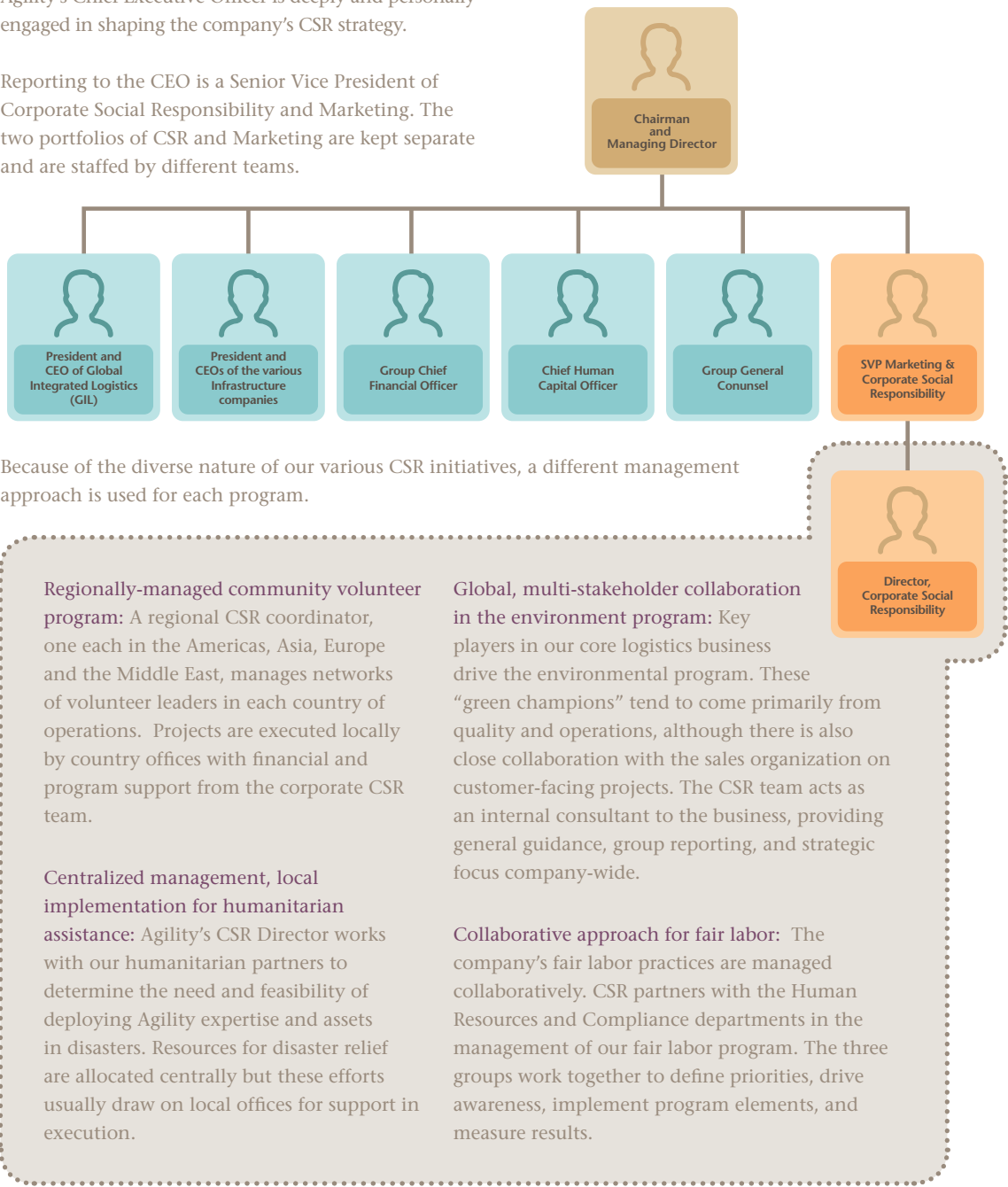
What's next?

- **Ongoing training and awareness:** We will be widening and deepening our training program, especially at operational and local levels.
- **Improving our internal audit program:** We need to address a wide range of new or evolving ethics and compliance issues.
- **Supplier Management:** Rolling out global subcontractor management program including standards for ethics, environment and fair labor.

CSR Management

Agility’s Chief Executive Officer is deeply and personally engaged in shaping the company’s CSR strategy.

Reporting to the CEO is a Senior Vice President of Corporate Social Responsibility and Marketing. The two portfolios of CSR and Marketing are kept separate and are staffed by different teams.



CSR that Matters to Our Team Members and Our Business

In 2014 we participated in a CSR research project undertaken by Dr. Werner Sohn. The study was performed in cooperation with a rating institute (Richer GmbH) and the Berlin School of Economics and Law, and was designed to help Agility understand how employees understand CSR. The idea behind it is to think through how CSR can get attention in a low-margin business where the focus is often on bottom line contributions.

Participants were given questions about four types of projects, including projects that focused on

communities, Agility’s employees, the environment or Agility’s EBITDA. Participants were required to analyze the characteristics of the different projects and select the projects that appeared most attractive or least attractive to them. The survey was organized into three sections and it was designed to get feedback on what kinds of projects respondents personally found to be most attractive; how respondents would plan workload allocation to any project type; and to gauge overall respondent attitude toward CSR.

The key findings are as follows:

- **High response rate:** 63% of managers selected to participate in the survey did so, as compared to the typical participation rates for such experiments of usually 25-30%. From the response rate, the researchers concluded that CSR gets above average attention from Agility's workforce.
- **Project Attractiveness Analysis:** As may be expected in a low margin business environment, projects focusing on company profit (EBITDA) were considered the most attractive to survey participants. We believe the results indicate that employees prefer to focus on reasonable profit margins to help the company to remain a vital player in the market because this pays employee wages and it provides stable, long-term employment for our team members.
- **Project Workload Allocation Analysis:** Participants were asked to decide how they would allocate their personal workload to different projects. The results of this section were very similar to project attractiveness. Environmental projects were found to be the lowest priority in terms of resource allocation, while projects that focused on company profit were found to be the most worthy of resource allocation.
- **Attitudes towards CSR:** Participants were asked about their overall attitude towards Corporate Social Responsibility. On a seven point scale from "1-not important at all" to "7-extremely important" the observed average of Agility's participant sample was 5.5. This is 0.75 to 1.25 points higher than responses observed in similar studies in the logistics industry, according to the researchers.

The takeaway for our company from this research is that employees are keenly aware that CSR is important, but also are focused on the health of the core business. In order to succeed in continuing to keep CSR issues top of mind for employees, they need to be deeply embedded into the core business and not seen as separate or apart from it.

Stakeholder Engagement

Engagement with our stakeholders helps us to shape our CSR priorities and program execution, as well as our CSR reporting. Our strategy includes:

Customer dialogue: We work with account management leaders to understand the perspective of our biggest customers on environmental and social issues. We have found that our global accounts -- large multi-national corporations -- have the most robust environmental and social responsibility requirements and needs. They help set standards for engagement with our other customers.

Reporting: We are committed to producing a corporate social responsibility report either every three years or in the form of a "living report" that will be available any time via our corporate website. We are also committed to soliciting feedback from internal and external resources to ensure our reporting meets stakeholder requirements.

Memberships in multi-stakeholder bodies: We are a strategic partner of the World Economic Forum. This partnership and others afford us the opportunity to regularly engage with customers, the public sector, and other members of our industry on priority topics.



Civil society partnership: We debrief our community and civil society partners after major joint projects to understand lessons learned, both in terms of what went well and where we can improve next time. Our formal partnerships with the Global Logistics Cluster and International Medical Corps enable us to have ongoing engagement and build relationships that strengthen our ability to contribute in the area of humanitarian logistics.

Employee engagement: We actively engage employees through our network of CSR leaders in all our operating countries. We use our intranet and a CSR blog to publicize initiatives, and we offer employees a chance to contribute their experiences.

Our Ethics and Compliance Program

Agility has an uncompromising commitment to integrity, fairness and accountability. We ensure this commitment is reinforced at all levels of the organization by setting high standards in our Code of Business Ethics and Conduct; maintaining an ethics and compliance management structure that reports to the highest level of the company; ensuring that Agility employees receive comprehensive ethics training; and encouraging and empowering employees to identify and report ethical concerns.

Our Commitment to Integrity

At Agility, we strive to incorporate high standards of business ethics into our everyday decisions and operations. We create clear policies and procedures, train our employees in ethical business practices, provide employees with clear guidance on how to report ethical concerns, and follow up to reinforce a culture of accountability that is of utmost importance to us.

Ethics is critically important to all of our businesses, and all of our locations. Each operating geography may have different and unique ethical issues, but it is critically important to our customers, our communities and our team members that we engage in ethics in meaningful ways.



Code of Business Ethics and Conduct

Agility's commitment to employees, shareholders and our local communities. It sets forth standards of behavior and expectations regarding adherence to doing what is right and observing regulations and laws.

The Code, first issued in 2007 and updated in 2013, is a living document that is regularly updated to reflect new regulatory changes and market practices. It offers detailed advice on topics such as:

- **Competition & Fair Selling Practices:** Agility's Code reflects the anti-trust standards that Agility is keen on complying with. Such standards are reiterated and detailed in Agility's Competition Compliance Policy which is designed to ensure a marketplace free of collusion, abuse of market position, and other unfair business practices.
- **Bribes, Gifts & Conflicts of Interest:** Agility's Code reflects the strong anti-corruption standards set by both the U.S. Foreign Corrupt Practices Act (FCPA) and the UK Bribery Act.
- **Financial Integrity and Controls:** Financial controls exist to protect the rights of companies and shareholders, and Agility takes them seriously.



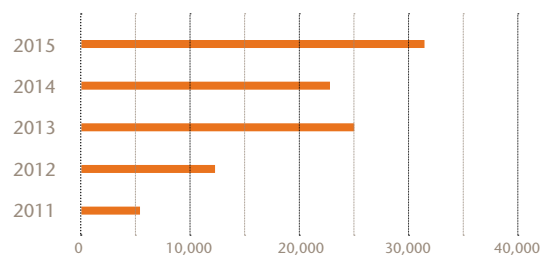
Ethics Training

- **Record Keeping and Reporting:** Agility's Code mandates that company records must be administered strictly in accordance with applicable law and company policy. Agility preserves all records required to be kept by law, retains them for as long as required and discloses them to authorities when appropriate.
- **Employee Rights and Working Conditions:** Respect for one another and a high regard for the rights of employees is one hallmark of an ethical company culture. Agility maintains standards designed to foster fair working conditions for all. Agility expressly forbids discrimination, harassment, forced labor, and child labor.
- **Health, Safety & Environmental Protection:** Agility's Code requires that offices and workplaces be safe for employees, and that our products and services are not injurious to public health, safety or the environment.
- **Government Investigations, Controls, and Sanctions:** Agility's Code offers employees guidance on how to comply with a government investigation. It also highlights many important international regulations, including, inter alia, regulations relating to trade embargoes, export control and economic sanctions, and guides employees on how to comply. Agility's Guide to US, UN and EU Sanctions focuses on the US, UN and EU economic sanctions in place and their impact on Agility business globally. It also details the screening mechanism that Agility employee should follow to ensure compliance with such multilateral and unilateral economic sanctions.

Agility's ethics training program is designed to provide employees with access to courses appropriate to their work. Training in ethics and compliance is delivered online and in classroom sessions. Since 2007, we have enrolled more than 39,000 people into our online ethics training courses. The majority are employees, but we also extend training to some key suppliers or contractors. Most of these enrollees are required to complete more than one online ethics course. Agility's ethics courses teach our employees how to deal with real world situations. Topics include anti-trust, anti-corruption, conflicts of interest, competition law, environmental protection, health and safety, human rights, intellectual property, and government procurement. In 2015 we added trade compliance and export controls into our online training program. For some of our business units and operations, there is a special focus on laws and regulations that apply to doing business in the US and EU, and also on conducting business in compliance with international trade sanctions. Agility employees also take "whistleblowing" training courses to ensure that they know how to report ethical concerns. Many of our offices follow-up our online training program with local translations and on-site, classroom and face-to-face supplemental ethics training.

Ethics Courses Taken (2011 - 2015)

More than 102,000 ethics training courses were completed by Agility employees since 2011. In 2013-2015 approximately 75% of all assigned courses were completed.



Accountability at the Highest Levels

"All of us at Agility have a professional and moral obligation to do business honestly, ethically and lawfully. By doing business with integrity, we safeguard our reputation and strengthen the bond of trust that we have worked so hard to develop with customers, employees, suppliers, communities and shareholders."

– CEO's Message, Agility Code of Business Ethics and Conduct

Ethics Courses Offered at Agility from 2013 - 2015

- Antitrust
- Code of Business Ethics
- Combating Bribery in Business
- EEO & Workplace Conduct for Managers
- FCPA Anti-Bribery
- Global Mutual Respect
- Government Procurement
- Human Rights
- Protecting Human Rights in Supply Chain
- Preventing Sexual Harassment
- Privacy and Data Protection
- Whistleblowing: Raising Concerns
- UK & EU Competition Law
- Effective Trade Compliance (2015 Addition)
- Global Export Controls (2015 Addition)

Whistleblowing and Reporting Ethical Concerns

Our reputation for integrity remains an asset in which every employee takes pride. Agility encourages employees to report possible violations of our Code of Business Ethics and Conduct and offers several ways for employees to elevate their concerns:

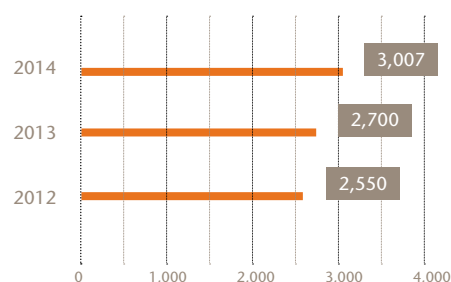
- By calling the Agility Alert Line, a toll-free number that enables employees to make anonymous reports through multi-lingual third party (neutral) operators. The number is answered 24 hours a day, seven days a week, in more than 10 languages.
- By notifying their supervisor or manager if they are comfortable doing so.
- By sending an email to the personal email box of any member of the Ethics team or to ethics@agility.com.
- By entering a report on our secure website from our employee intranet.

Any employee who submits a report in good faith will be protected from retaliation.



Whistleblowing Courses Completed

More than 8,200 employees have completed whistleblowing courses since 2012.



Investigations and Consequences

Incidents reported are reviewed and investigated by the Ethics and Compliance team. Investigations are fully documented, and include gathering facts, reviewing all available records, conducting witness interviews, and interviewing the people against whom complaints have been made.

A confidential written report is generated, complete with specific recommended actions, as well as guidance on how to prevent a recurrence of the incident in the future. That report is then sent to the members of the Corporate Compliance Board, who decide on the legal next steps and work with the business (for example, country management or regional management and so on) to implement the agreed-upon actions.

A summary of all ethics and compliance investigations and outcomes is presented quarterly to Agility's most senior management by the Corporate Compliance Board.

Since the establishment of our program in 2006, there has been a significant decline in the numbers and rates of reported ethics issues. For example, we have seen a significant decline in the number of discrimination, bribery, theft and harassment complaints; and the numbers of reported thefts has approached zero this year.

Legal Issues and Response

Agility has faced legal issues in two areas:

Industry-Wide Freight Forwarding Investigation:

For several years, authorities in several jurisdictions have been conducting an industry-wide price-fixing investigation of the freight forwarding industry. GeoLogistics, a company acquired by Agility, is one of more than 15 freight forwarders under investigation for conduct that allegedly occurred prior to the acquisition. Agility is committed to competing fairly in all markets in which it operates, and will continue to cooperate fully with authorities during the course of these investigations. Agility has also committed to a renewed focus on training employees in competition law and in the company's competition policies.

Legal dispute with the U.S. government over the Prime Vendor contract:

In November 2009, the U.S. Department of Justice made public an indictment alleging that Agility overcharged and committed fraud in connection with its Prime Vendor contracts to supply food to U.S. troops and contractors in Iraq and Kuwait.

Agility's position is that this should be a civil contract dispute, and not a criminal matter. The company acted responsibly and transparently in developing pricing, selecting suppliers, and establishing the policies and practices used to perform the two contracts. Agility's prices, suppliers and practices were put in place with the knowledge and approval of our customer, the U.S. Defense Logistics Agency (DLA).

At the time of publication, this issue was an ongoing legal matter, and updated information on the latest status can be found on our website (<http://www.agility.com/EN/About-Us/Pages/Legal-Update.aspx>)

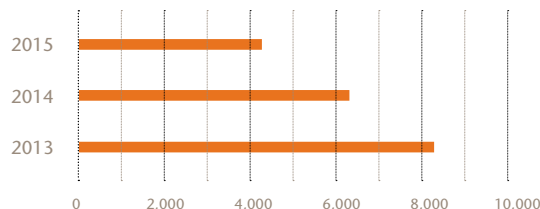
Spotlight on Anti-Corruption

Agility is a signatory of the World Economic Forum's Partnering Against Corruption Initiative (PACI). Signatories of PACI are committed to having a zero-tolerance policy towards bribery and to developing and implementing anti-corruption programs. More information about PACI can be found on the World Economic Forum website.

Agility is also an active member of the Committee to Address Facilitation Payments (CAFP), a private initiative led by global companies that are working together to address future demand/risk of facilitation-type payments in a thoughtful, proactive and appropriate manner.

Just as Agility's Code of Business Ethics and Conduct reflects the strong anti-corruption standards set by both the U.S. Foreign Corrupt Practices Act (FCPA) and the UK Anti-Bribery Act, Agility's training program reinforces anti-corruption practices in both classroom sessions and through online courses. From 2013 - 2015, employees completed more than 20,000 anti-corruption & bribery courses, which included definitions of bribery, activities that might constitute bribes, bribery of foreign officials, how to appropriately work with agents, "do's" and "don'ts," and possible red flags. This training has been ongoing since 2008, and it is our goal that every employee takes the course at least once, and subsequently receives refresher training.

Anti-Bribery & Corruption Training



Our People

Agility employees are at the heart of the company's success. Our people define our character, deliver our performance, and possess the specialized knowledge that differentiates us a company. We owe them our thanks for their commitment, hard work, and dedication to going above and beyond for our customers and our communities.

Our Commitment to Employees

Agility employs more than 22,000 people around the world, the majority working for our core commercial logistics business in emerging markets. Job creation and professional growth are development priorities in emerging markets, and we take our responsibility as a leading employer seriously. We strive to provide a safe environment, meaningful work, competitive wages, and development and growth prospects for our employees. Our commitment to our employees is clearly stated in our Code of Business Ethics and Conduct, as is our promise of providing an environment where our employees' rights are both respected and protected.



Extract from Code of Conduct:

Does the Company really expect personnel to adhere to the code when to do so may mean losing business or reducing profitability?

Yes. Agility is genuinely committed to complying with all applicable laws and regulations and to increasing its business, over time, through its reputation for high quality goods and services. Conduct that violates the Code, apart from creating the possibility of both criminal and/or civil liability for both the Company and any involved personnel, is contrary to this overall objective and thus contrary to the Company's mission and long-term profitability.



Agility's Code of Conduct Makes the Following Commitments:



Safe and healthy workplace

Create a safe, healthy, and productive workplace, which minimizes the risk of preventable accidents, injury and exposure to health risks. In cases where in which Agility provides residential facilities, we ensure that these facilities also provide their inhabitants with a safe and healthy living arrangement.



No discrimination

In interviewing, selection, hiring, promotion, training, transfer, supervision, termination, layoff, compensation, benefits, and education opportunities.



No harassment

Creating an environment free from harassment based upon race, color, religion, sex, age, national origin, physical or mental disability, sexual orientation, or marital status.



No forced labor

Agility prohibits and does not tolerate the use of involuntary, forced or bonded labor, including slavery, prison labor, or labor demanded of employees because of their debt. This means that:

- Employees or prospective employees **should not pay in return for employment**, and that includes not paying recruitment agencies "fees" that become the equivalent of indentured servitude.
- Employees are **not required to turn over their official identity papers**, including passports, driving licenses or any other form of government issued ID without employees' voluntary and explicit consent, or as required by law.
- Agility will **not unreasonably restrict employee movements**, or stop employees from leaving their place of work at the end of a shift.
- Agility will **not work with any agency or recruiting company which requires prospective employees to pay a fee** in violation of local laws.



No child labor

Employees must always be above the legal working age in their country, and should never be younger than 15.



Competitive work hour and wages

Operate in full compliance with applicable wage, work hours, overtime, and benefits laws of the jurisdictions in which we operate.



Employee confidentiality

Maintain the confidentiality of employee information.



Ability to raise complaints

Agility provides opportunities for all employees to raise ethical concerns either in person or through an anonymous hotline.



Protection for people that raise grievances

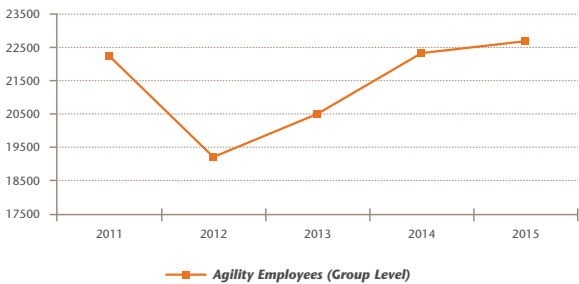
Enforce a policy of no-retaliation against anyone reporting a suspected violation in good faith.

The Demographics of Our Workforce

A Period of Growth

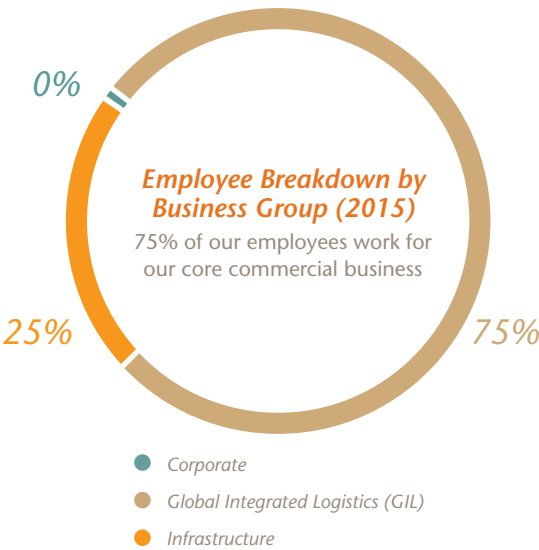
Agility's workforce has been steadily growing, with nearly a 15% aggregate growth rated over the last three years. This reflects the steady business growth of our core commercial logistics business and our Infrastructure companies. Today Agility has a global headcount of over 22,000 employees in the group, with nearly 17,000 working in Agility Global Integrated Logistics (GIL), our core logistics business.

Agility Employees (Total Headcount)



Our Workforce at a Glance

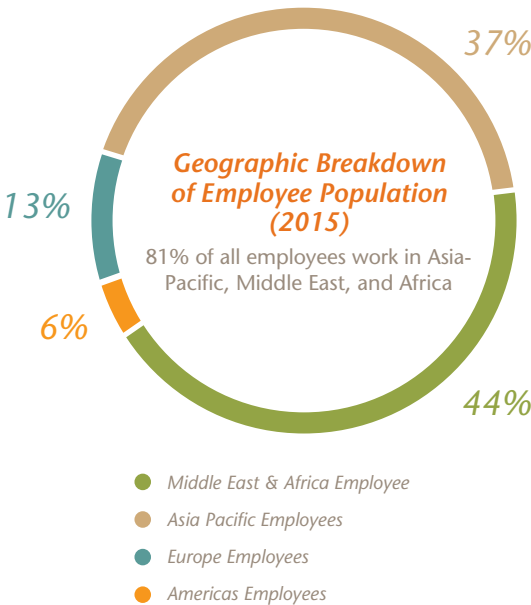
Agility GIL is the single largest employer within the Agility group, accounting for 75% of the total employee population. The Infrastructure group of companies employs most of the remainder of the workforce. Corporate employees account for 1% of total employee headcount.



A Multi-Cultural Team

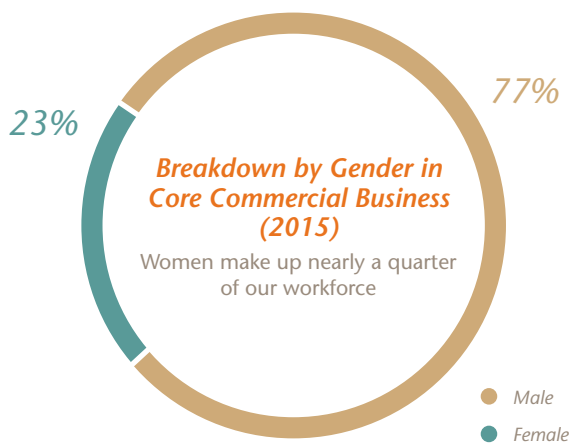
Over 80% of our people are employed in emerging markets. We recognize that hiring of local managers and employees is critical for our ability to respond to our local and global business needs. Our global growth is entirely dependent on local growth, and local growth depends on hiring and retaining the best talent.

We consider the diversity of our workforce to be one of the company's biggest assets. Our logistics experts originate from all around the world, and they provide world-class service to our many customers regardless of where our operations are situated or our services are rendered.



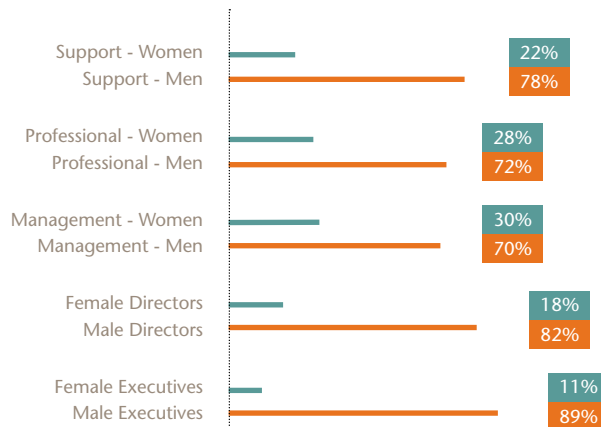
Women in the Workforce

We strive for a diverse workforce when it comes to gender as well as nationality. Currently, nearly one-quarter of the core commercial logistics business is made up of women, who also hold roughly 30% of management and professional positions. The percentage of women in the workforce is 24% company-wide. We recognize we still have work to do to bridge the gender gap at the executive, manager and middle manager levels of the company. In 2015 and 2016, we are undertaking two pilot women in leadership projects, one in the Middle East and another in Asia.



Gender Breakdown by Employment Level in Core Commercial Business (2015)

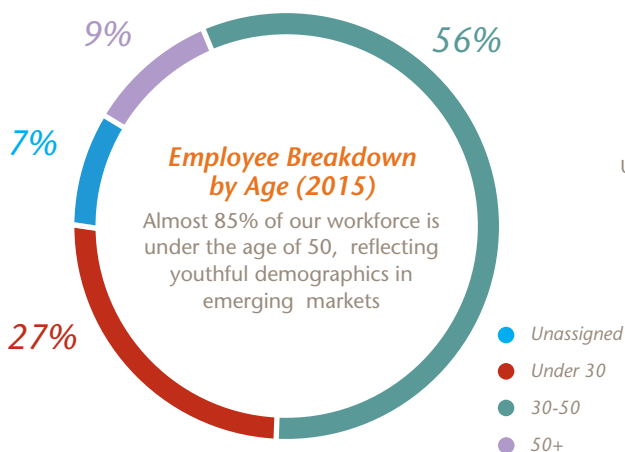
Women make up nearly one-third of management and professional positions in Agility Corporate & GIL



Age Demographics

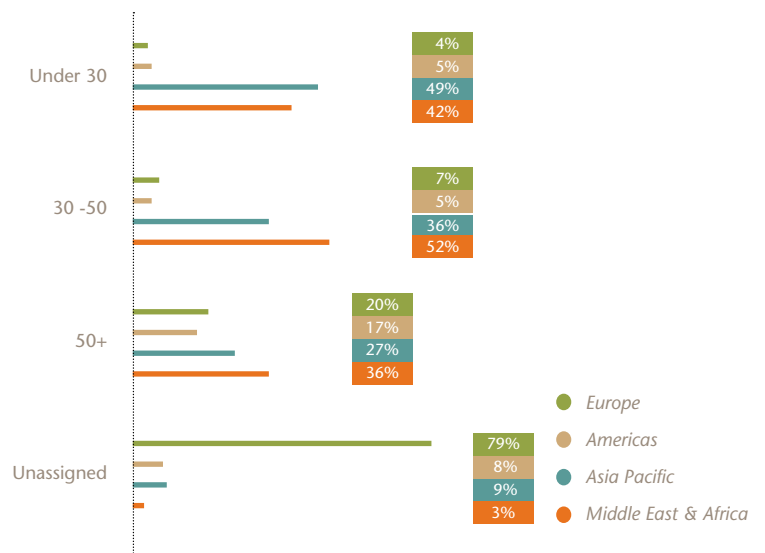
Our workforce is reflective of the geographies in which we work, and relatively young with almost 85% of the workforce under the age of 50. Company-wide, 27% of our employees are under the age of 30, and 56% are between the ages of 30 and 49

As an employer, Agility reflects the demographics of the countries in which it operates. In many of our largest operations in the Middle East and emerging Asia, our workforce is consistent with the youthful composition of the local populations.



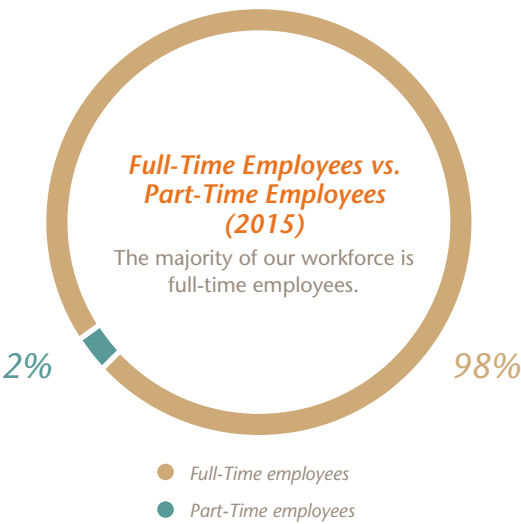
Age Breakdown by Region (2015)

Almost 85% of our workforce is under the age of 50



Majority Full-Time Workers

Most Agility employees work for the company full time, although we do employ seasonal and/or day workers in some of our larger warehousing facilities in Asia Pacific. Our biggest use of contract labor is in India, where we employ approximately 1,043 people on a part- time or seasonal basis. In Indonesia in 2014, we added more than 900 workers as full time contracted Agility employees. In 2015 we began rolling out our Fair Labor program in Asia to help ensure that our contract workforce understands our fair labor commitment.



Collective Bargaining

Agility values its relationships with its employees and is committed to providing a work environment where employees can bring concerns about pay, benefits and working conditions directly to management and have their concerns addressed in a fair manner.

With regards to unionization, there are a wide variety of arrangements in regards to collective bargaining at Agility. Agility employees in Brazil, Sweden, Finland, Spain and Italy are unionized, as are some employees in the United States, Germany, Portugal and Australia. In various EU countries, like France, employees have the right to be consulted and informed about company decisions through country and EU-level works council representation.

Throughout the world, Agility strives to maintain an ongoing dialogue and a relationship of mutual respect with employees. We believe that this is the most effective way to ensure that any concerns are addressed.

Note: The data in this section is current as of the end of 2015. It is drawn from Agility’s human capital management system. Like the rest of the report, the charts showing the breakdown of the workforce by region, gender, age, and full time equivalents is based on the core commercial business + Corporate, which accounts for 76% of the company’s headcount and revenue.



Employee Engagement

At Agility, we try to engage our employees as much as possible so we can hear and apply their expert and experienced feedback to improve our company. Agility engages with employees through leadership meetings, local town halls, email announcements, leadership blogs, and through the company intranet, which allows employees to offer their comments on major news announcements. Agility is also active on social media and empowers employees to act as brand ambassadors.

Leadership Meetings and Town Halls

Agility holds an annual leadership meeting that brings together regional, area and functional leaders to make progress on the company's strategic objectives. These leaders are then tasked to take back the strategy message to their areas of responsibility, and to add the local "call to action." Employees are offered an opportunity to voice their opinion either in person during these town halls, or online via the intranet.



Town hall meeting in Kuwait

Online Engagement

With more than 10,000 computer using employees, Agility's intranet site "Connections" is a global platform that connects employees across the world and enables two-way dialogue between employees and management. The company intranet has been designed as an interactive and personalized employee engagement platform that creates space for all employees to share information, engage in open dialogue about the company, contribute ideas to our business, build stronger professional and personal relationships and provide input for our business strategies. This platform allows employees to post personal profiles and use collaborative team sites in which geographically dispersed colleagues can share vital information.



Personal profiles help connect our employees to a broader internal network around the world



Leadership blogs provide insight from company leaders about the company, our industry and other issues that affect our business



Employees are encouraged to comment and give feedback to management about any company issue

Social Media Engagement

Agility has a policy of empowering employees to engage in the business-appropriate social media channel of LinkedIn, and to contribute to the company's Twitter feeds.

Agility's social media presence helps the company communicate our activities – including corporate social responsibility activities – with a broader audience in a transparent and engaging way.



Employee Recognition

Agility runs an employee recognition program to celebrate employees that live our values of teamwork, integrity, personal ownership and excellence. Employees can nominate other employees for displaying our values in action, and their name and photo appear on a "wall of fame" on the front page of the company's internet.



Developing our People

A Performance-Based Approach

Agility is committed to a Management by Objective (MBO) program for all employees. This program integrates individual and organizational goals, employee competencies, and periodic and annual performance appraisals to focus and optimize our employees' potential for the success of our business. This program relies upon direct dialogue and engagement between each employee and their manager, with strategic oversight from the HR organization

Training

Agility offers an online training platform, in 20 different languages, for our global workforce. This training is accessible by all employees and offers training in core logistics functions as well as in generic workplace, management, leadership and functional skills.



Leadership Development

Agility has invested in development programs for front-line, middle and senior management. Nearly 10% of middle management and future executives are currently involved in a leadership development program of some kind.

Each of our leadership development and training programs share specific objectives and goals:

1. **Performance Focused** – They are a clear drive to specific, measurable development and business outcomes.
2. **Continuity** – They are held two to five times each year depending on group, topic and need.
3. **Action-Learning** – Each session follows a pattern of structured pre-work & analysis, in-session workshops like best practices and problem-solving, and follow-up action times to apply the learning.
4. **Co-creation** – Leaders and experts work together with participants in design and delivery.
5. **Peer learning** – Creation of a forum for best practices, business networking, healthy competition, and accountability in results delivery.
6. **Three Tiers Present** – Senior executives, regional/functional executives and management levels are working together. This ensures alignment; and it speeds execution of the projects undertaken by the participants.
7. **Line Management Led and Driven** – Senior management learns to drive these sessions. It becomes a key part of management job and skill set. These programs are not “staff-driven.”

“We recognize that leadership development is a critical part of our responsibility to our employees and to our customers, and we must and will do more -- in every part and level of our business to create these developmental processes.”

***Steve Dichter,
Chief Operating Officer, Agility***

Three programs are briefly discussed in greater detail:

- **Leadership Development Program** – Focused on high potential senior managers or junior executive level employees with successful track records at the company, the LDP enables relevant learning and development to accelerate the ability of our people to meet today's and tomorrow's challenges. LDP participants work in teams on projects critical to the company's transformation, including the improvement of operations productivity, sales effectiveness and the continued development of Agility GIL's broader strategy. An example of getting outside the comfort zone is the incorporation of real customer feedback about Agility, including how we perform well, and where the customers see issues and problems with our services. Our customers are invited to attend the LDP and give direct feedback to our next generation leaders. The program demonstrates "the power and potential of matching "stretch assignments" with disciplined learning and a coaching environment."



"The overall atmosphere and team spirit, the top management involvement and commitment to get in touch and to lead by example, the very well organized session and diversified participation including customers and partners for sure added great value to my initial LDP experience."

Quote from 2015 LDP Participant

- **Regional Management Development Programs:** Both Asia and Europe offer a management development program for high performing middle management with potential to join more senior ranks. Participants are given critical "stretch assignment" projects related to the region's strategy execution and financial performance. Each participant has to take on these additional assignments above their usual work, and to work with teammates from different cultures, genders and national backgrounds from across the region. Board-level mentorship is a critical component of both regional development programs. The European program includes classroom and e-learning about management and business concepts, as well as a direct, customer interaction segment.



- **Branch Manager Excellence Program:** Agility is rolling out a global program to improve branch manager leadership and management skills. On the front-lines, Branch Managers are considered a "pivotal group" in executing Agility's strategy.

The program aims to improve business results by: increasing organizational capacity via improved management of human capital; fostering a culture of P&L ownership; improving employee morale with stronger leadership and improved HR skills; continually upgrading talent and skills of this critical organizational level; and strengthening the internal succession pipeline. In 2015, we have approximately 65 Branch Managers participating in this program.



Efforts are Paying Off: Turnover Rates Are Decreasing Sharply

In the last two years we have taken aggressive steps to retain our team members through improvements in personal performance feedback, competency and skills development opportunities, training resources, leadership development programs for middle and upper management, employee engagement and communications, and other similar initiatives. Our investments in employee engagement have helped us improve retention during 2013-2015, where we reduced our employee turnover rate by almost 45%.

Our Fair Labor and Human Rights Program

At Agility, we are committed to providing an environment where employee rights are both respected and protected. The high standards for fair labor practices set out in our Code of Business Ethics and Conduct apply equally to all Agility employees in every country in which we operate. By doing business with integrity – responsibly, fairly, and accountably, in a way that respects the dignity of everyone we work with - we strengthen the bond of trust that we have worked so hard to develop with employees, customers, partners, communities and shareholders.

Agility is in the continuing process of globally rolling out its fair labor program. For the last several years, the fair labor program has been focused on tackling forced labor issues like passport retention and recruitment fees in the Middle East, which we identified as the highest risk region in our network due to the large numbers of migrant workers employed by Agility in this part of the world. With significant progress having now been made however, Agility is expanding the program to Asia and Africa.

Agility's Approach to Human Rights Issues

Our starting point in our Fair Labor and Human Rights program is to create a common culture around labor issues in our geographically and socially diverse company. We take a “look forward” rather than “shame and blame” approach, and follow this six-pronged strategy towards creating a shared understanding of how to manage these sometimes challenging issues.

1 Direction starts from the top

Agility's CEO is the executive sponsor of the fair labor task force at Agility, which is comprised of the Chief People Officer, the company's General Counsel, and the head of Corporate Responsibility. The task force is responsible for setting the standards around human rights that are enshrined in the Business Code of Conduct, for monitoring the global roll-out of the program, and for resolving issues as they arise. Starting in 2016, the task-force will produce a report every six months, to map progress and highlight concerns for senior management.

2 Senior Management Buy-in

In our experience, a critical part of creating a shared culture is engaging senior management, at the regional board level. Fair labor is now part of the management agenda in the Middle East, Asia and Africa – the three regions of focus due to the large numbers of operational staff (mostly drivers and warehousemen) and the relatively weaker regulatory structure in those regions.



3 Raise awareness through engagement

A critical step is to engage country management and HR leaders in a self-assessment to understand their perceptions of possible fair labor risks in their areas of responsibility. Agility's CSR team offers structure and guidance in the form of detailed questionnaires that ask probing questions on known industry-wide risk areas for certain countries or regions. These questionnaires are used on their own in our training and audit program, but they are also incorporated into Agility's broader Global Quality Management program, and our "Operational Self- Assessment Program" where local offices audit their own quality, health and safety performance, including issues related to our Fair Labor and Human Rights policies.

4 Training and dialogue

The most important step in operationalizing the fair labor program is to roll out on-the-ground training and feedback sessions. A certified human rights trainer and auditor who is part of the CSR team travels to each country to meet with country management, HR, operations supervisors, and employees. Each group is taken through the core fair labor training, with a slightly different emphasis based on their accountabilities. Each group also has the opportunity to provide feedback after the training session, in an open and confidential discussion. This often results in:

1. the opportunity for managers to raise tough questions about how committed the company is to this approach;
2. problem-solving and brainstorming discussions around how to navigate in difficult operating environments;
3. valuable feedback from employees on areas of concern; and most importantly
4. reports of fair labor & ethics policy violations which require immediate remedy.

5 Self-reflection and action

After the training sessions, the CSR team creates a detailed report for each country that goes to regional, country, and HR management that lays out key findings and recommendations. This report offers a "third party" look at the risks and challenges the country management may (or may not) have identified during their self-completed risk assessments. It also offers employees a "safe" way to voice concerns and management a valuable understanding of employee perceptions. Country management is then given a period of time, usually between 3-6 months to take action on areas of concern. During this phase we have seen some countries change or upgrade accommodation facilities, establish worker discussion committees, and take other voluntary measures to improve working conditions.

6 Audits and compliance

The last phase is for CSR to conduct a full labor audit. This is a formal process that follows a transparent structure. Countries are audited across several areas including: percentage of workers that have completed fair labor training, workplace and worker accommodation health and safety conditions, and compliance with Agility fair labor policies and procedures. The audits involve a mixture of random worker interviews, site visits, and review of documentation. Following the audit, countries are given a list of mandatory recommendations to implement in order to be compliant, as well as suggestions for improvement.

Regional Risk Map

Below are the issues that we have identified as potentially problematic in the various regions, for our industry (not necessarily for Agility per se). These are the issues to which we are tailoring our regional programs to manage in our in Our Fair Labor and Human Rights Program.

	<i>Who is at risk</i>	<i>Possible Issues to Look out For, Identified by Human Rights Organizations:</i>
Middle East	Mostly migrant workers who come from South and Southeast Asia.	<ul style="list-style-type: none"> ▪ “Kafala” sponsorship. These workers are sponsored by their employer, which gives the employer full rights over the worker’s movement and status within the country. ▪ Forced labor including indentured or bonded labor. Recruitment agency bribes are a common problem through the region. ▪ Non or late payment of wages ▪ Passport retention ▪ Discrimination and harassment ▪ Poor living conditions
Asia	Mostly contract workers – who in certain countries may also be migrants – who are not directly employed by companies, but rather through labor sub-contractors.	<ul style="list-style-type: none"> ▪ Forced labor in the form of indentured/bonded labor ▪ Passport retention ▪ Recruitment fees ▪ Poor living conditions ▪ Late or non-payment of wages since their salaries are paid to their labor agency, which may not pay them in full or inappropriately or illegally delay paying them. ▪ Child labor ▪ Discrimination and harassment
Africa	Mostly workers from the local populations	<ul style="list-style-type: none"> ▪ Fair work hours and wages ▪ Child Labor ▪ Freedom of association and collective bargaining ▪ Forced Labor ▪ Discrimination and Harassment

Case Study: Tackling Forced Labor in the Middle East (2007 – Present)

The Middle East, particularly the Arabian Gulf region, relies heavily on migrant workers from Asia for labor-intensive industries. Numerous human rights organizations have noted that “forced labor” is a widespread problem – from workers paying recruitment agencies bribes that force them to work in indentured servitude, to companies withholding worker passports illegally to control movement, to non-payment of wages. These conditions leave many workers exposed to possible abuses.

Given the high number of migrant workers in Agility’s transport and warehousing operations in the Middle East, Agility has been working for a number of years to build protections and safeguard employee rights. Agility has invested in a management structure to enforce the high standards enshrined in our Code of Ethics and Conduct, conducted human rights training at all levels, and completed a number of region-wide audits of our labor program’s performance.

One of the most common and serious problems faced by migrant workers in the Arabian Gulf is that they often have to pay fees to local recruitment agencies in their countries of origin in order to get the necessary visas and paperwork to work in countries such as Kuwait, the UAE, Bahrain, or Saudi Arabia. These fees, which workers are told will cover travel and visa processing costs, are actually exploitative because under local labor laws, employers, rather than employees, are legally obligated to assume these costs.

Although Agility has little direct control over the recruitment agencies in workers’ home countries, the company made a decision to assert its influence to the best extent possible. First, Agility contracts with recruitment agencies contain explicit clauses forbidding processing “fees” from workers and imposing financial penalties for companies that violate this contractual agreement. Agencies that violate the terms of these contracts are to be immediately terminated, and prosecuted to the full extent of the law. Agility has permanently banned three recruitment agencies for unethical practices and maintains a database to help its HR organization select ethical agencies.

Second, for large-scale recruitments where Agility will hire many candidates at once, Agility sends its own human resources representatives to recruitment sessions in-country, and clearly explains to prospective workers that it is against company policy to work with recruitment agencies that solicit or accept bribes. Workers are reminded that such fees are illegal, and are encouraged to inform Agility if they have incurred them. All prospective employees are also required to sign a document stating that they have not paid any fees to work for Agility.

To ensure that employees in the Middle East understand their jobs upon arrival, Agility has a clear “transparency policy.” Agility gives workers a presentation on all aspects of their jobs and living conditions in a local language before they sign the employment contract.

Another widespread business practice in the Middle East is the retention of employees’ passports for the duration of the employment contract, to protect the company from potential financial and legal liabilities that may be incurred as the official “sponsor” of an employee.

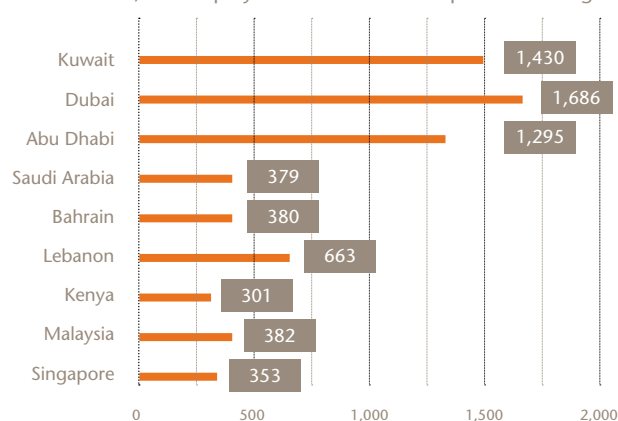
Agility set clear policies stating that no Agility employee can require other employees to relinquish their passports for any reason, unless it is required by local law. All human resources (HR) personnel, as well as employees themselves, were notified in writing that the company maintains a “zero tolerance” policy towards holding passports.

However, we soon found that putting this policy into practice required some additional practical steps. For one thing, some employees asked Agility HR personnel to hold onto their passports for security reasons, as they were living in shared accommodations. In certain other cases, we found that under local law, the company was required to hold onto passports in order to process official paperwork.

As a result, the company instituted a “passport toolkit” to help manage these selective issues. In cases in which employees need or wish to give their passports to Agility, employees sign a document stating that they are giving their passports into Agility’s care voluntarily. They receive a document in return committing that the passports will be returned within one working day of a written request for them back – no questions asked. The document lays out a clear process for how to request return of a passport, the timeline in which

Employees Trained in our Fair Labor Program (2011-2015)

Almost 7,000 employees have received in-person training



it will be returned, as well as instructions on how to lodge an official complaint through the hotline or with the ethics team, if a passport is not returned within the required time period.

Changing the migrant worker management culture requires investment in training to build awareness of Agility's fair labor policies, at all levels. Agility has created a "fair labor" training program that covers the company's policies and provide scenarios to help employees understand what this means for them. Training videos that address all aspects of our Fair Labor and Human Rights Program are presented in the main languages spoken by our employees in the region - Arabic, English, Hindi, Malayalam, Urdu, Tagalog, Bengali, and Turkish – are available today.

We set clear goals for our training program: to train all HR teams in the Middle East region and 80% of managers, operational supervisors, and workers. Today, more than 75% of our workers have been trained in Abu Dhabi, Bahrain, Dubai, Kuwait, Lebanon and Saudi Arabia.

In addition to the training, Agility created a communications campaign, relying on posters that graphically represent Agility's "fair employment promise" and provide contact details for the ethics hotline. Workers are encouraged to call if they feel that a violation of Agility's Code of Business Ethics and Conduct is taking place. These posters are displayed in offices, warehouses, and worker accommodations throughout the Middle East.

The training program is not only targeted at line employees however. Agility has developed a specific training program for managers, and in 2014, trained 135 managers across the region. We also heavily focus on our regional HR professionals, with more than 80% trained in the fair labor training program. Between 2012 and the end of 2015, Agility trained almost 6,000 people on our Human Rights and Labor program in the Middle East region.

In the last quarter of 2012, Agility began a fair labor audit process in the Middle East for the first time. Agility is now on its third round of audits in the above listed country offices. From 2016 on, audits will occur twice a year across the Middle East.

Growing the Program in Asia and Africa

Although we humbly acknowledge that our company, like most others, has faced challenges along the way, we are deeply committed and sincerely committed to getting the human element of our business right and protecting worker populations that may be at higher risk.

The program is now expanding outside of the Middle East, with a focus on Asia and Africa in 2016. In 2015, we initiated our Africa-based fair labor program in Kenya, and have now trained more than 80% of our employees, undertaken our first labor audit, and participated in a third-party audit via SEDEX. Agility is also in the process of rolling out the program across Asia.

Key Highlights of Fair Labor Program

Online human rights training	Middle East	Asia	Africa
2,556 people have taken online human rights training. The course is aimed at managers working in emerging markets.	Fair labor program has been in place for the last five years in the Middle East. More than 5,800 workers in "at risk" countries have received fair labor training (75% of training target). Training has been conducted in Kuwait, UAE, Saudi Arabia, Bahrain, and Lebanon. 13 fair labor audits have been conducted in these Middle East countries. Corrective actions have included prosecuting and permanently disqualifying labor agencies that contravened agreements with Agility, changing and/or upgrading living accommodations, and redressing policy gaps. Twice a year labor audits planned from 2016 onwards.	Program rolled out in 2015 for first time in Asia. 735 employees trained in Singapore and Malaysia in 2015. Rollout continues in 2016 in India, Pakistan, Bangladesh, China, Taiwan and Hong Kong.	Program rolled out in 2016 for first time in Africa. 301 people trained in Kenya in 2015 (more than 80% of workforce). One internal audit and one third party audit conducted in Kenya in 2015. Program rolls out more broadly across region in 2016.

Case Study: Monitoring Fair Labor and Human Rights in the Supply Chain

Agility uses thousands of logistics and transportation subcontractors and other service providers on a daily basis. We rely upon these service providers to give us the quality services our customers demand. The company has recognized that it needs to take steps to ensure that fair labor controls are in place in the large number of vendors we use.

In 2015, Agility included Fair Labor & Human Rights into our global procurement and vendor management program for the first time, requiring vendors in specific geographies to tell us whether or not they have protections in place to prevent human trafficking, forced labor and other abusive labor practices.

The scope of this vendor management program goes beyond logistics services, it affects all vendors we use, including those that provide logistics services as well as those that provide ancillary services such as asset and non-logistics services provision. We have also initiated a program to assess our air transport providers to find out what they are doing with regard to social responsibility, including combatting human trafficking and forced labor. We are in the process of assessing our top 12 air carriers in this regard, and we will next work with our ocean carriers on these same issues.



Our Health and Safety Focus

A health and safety conscious workplace is a critical priority for our company, and an area of investment and focus for us over the last few years. We have used the high standards of our Project Logistics and Chemical Logistics specialty businesses – both of whom have award-winning HSE programs – to drive a larger health and safety agenda in the company overall.

Health and Safety Focus

In 2012, Agility identified workplace Health and Safety as a top business priority and planned for investments to improve the safety of our work environment. This included:

- Hiring a Global Safety Director
- Integrating the regional safety leaders into a Global Health and Safety Team
- Developing a strategy around health and safety based on a formal risk assessment, and establishing goals and objectives for improvements.
- Reporting progress quarterly to the operating board of the Global Integrated Logistics business

Agility now publishes an annual Health and Safety report, which includes an overview of year-end health and safety key performance indicators (KPIs). The reports are global in scope and they reflect data submitted by GIL operations. You can find the full 2015 report online at our public website.

We excerpt some key data from two major industry KPIs in this report:

1

Lost Workday Case Rate (LWCR) = the rate at which injuries involving lost workdays occur per year.

2

Total Recordable Injury Rate (TRIR) = the rate at which injuries involved lost workdays, restricted workdays or medical treatment occur per year.



Health and Safety Looking Ahead

In 2013, Agility set aggressive Health and Safety objectives and performance targets and challenged ourselves to build upon our positive momentum. Our results: we improved our global incident rates by an average reduction of almost 80%, and gained valuable insight into injury cause/nature statistics and deployed our global minimum standards for Occupational Health and Safety Management Systems across GIL.



We continue to work to progress and drive further improvements. Our global Health and Safety strategy endorsed by Agility's senior management includes:

- **Maintain a strong global Health and Safety community** – made up of dedicated experts in key operational areas and communicate openly
- **Advance our organizational culture** – by focusing on Health and Safety initiatives which influence behaviors and beliefs:
 - **Standards** – setting the Agility GIL standards for Health and Safety while reinforcing compliance to local regulatory requirements
 - **Ownership** – development of “do-it-yourself” toolkits and materials which support best safety work practices
 - **Employee Development** – targeting key roles in our organization for advanced training and development
 - **Communication** – establishing a culture of two-way communication between the highest and lowest levels of the organization
 - **Technology** – leveraging IT solutions to enhance and optimize Health and Safety processes and procedures
- **Drive Results** – look to leading and lagging indicators for focused improvement and learning opportunities

Case Study: Employing Mobile Technology to Enable Improved Safety Behavior in our Operations

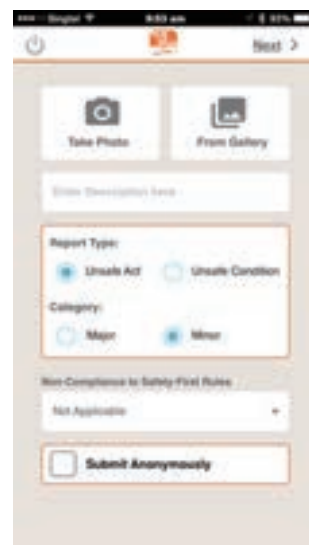


In our Asia Pacific operating region, we continue to push hard for a zero incident work environment. “Target Zero” underlines our commitment to the highest standards in safety. To enable us to focus on

unsafe acts and at-risk behaviors, we launched a behavioral based safety program aimed at instilling a safety mind-set by influencing and changing the behavior of our people, especially the front-line operations staff, through proactive engagement with these team members.

To better enable these behavioral based safety initiatives, we also developed and deployed a mobile workplace safety app within the Asia Pacific region (as a pilot for a global program). “WeSafe” makes it easier for our people to report any unsafe acts and

unsafe conditions they see. WeSafe allows the user to identify the Agility location where the incident or the conditions took place or exist using its GPS function. The application can also send reports to the HSSE country/facility lead automatically. Once action has been taken to resolve the reported safety issue, the application will send a notification email to the initiator.



Case Study: Global Intranet Safety Incident Management System

Agility's safety program emphasizes performance measurement in six areas of safety management, including Lost Workday Case Rate (LWCR,) Total Recordable Incident Rate (TRIR,) Restricted Work Case Rate (RWCR,) Medical Treatment Case Rate (MTCR,) First Aid Incident Cases, and Near Miss Cases. As with any other management function, Health and Safety reporting, corrective actions and data analysis are critical to success in reducing workplace safety incidents.

To help us better capture safety incident reports, in 2014 we rolled out a global Safety Incident Management System (SIMS) application to enable online, intranet reporting for any safety incident around the world. The application allows employees around the world to report near misses, first aid cases, work related injuries and illnesses and fatalities, and to request assistance or support in response and

corrective actions. The application is available to all computer users and notifications go directly to the Director of Global Safety as well as to regional and country leaders and safety team members.

Once incidents or near misses are reported, our Safety team members work to support and assist the local offices in response and taking corrective actions. The team collaboratively takes steps to eliminate or reduce the risk of reoccurrence through safety and operational training and corrective actions.

In addition to managing incidents and near misses, the Safety team uses data and reporting information from the SIMS application to improve the Safety program by identifying risks and trends, and improving awareness, communications and training to better overall operational safety.



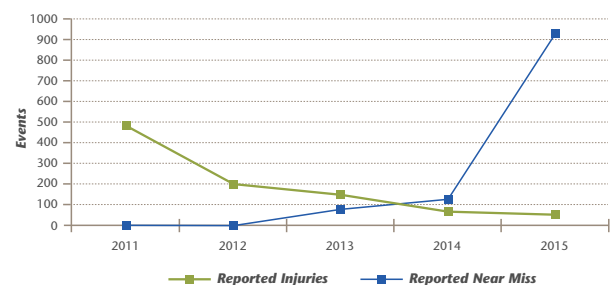
Employing Agility Technology to Reduce Safety Incidents

The SIMS and WeSafe applications have enabled us to get a better understanding of Health and Safety incidents and near misses, corrective actions taken and where our program resources must be directed to close Health and Safety gaps. We use reported information to reduce serious injury rates and lost work day cases through awareness and training programs.

The recorded data shows that we are getting more and better reports of near misses and first aid/minor injury cases. We are encouraged by the growth in reporting of near misses and first aid reports because this indicates our safety culture is taking root, and our employees are not afraid of reporting any safety risk or incident. Our employees are positively encouraged to report risks, near misses and minor events whenever possible.

We are now aggressively following up on reported near misses and first aid cases with awareness and education training, and we believe this is directly related to a strong downward trend in lost workday and serious incident rates.

Safety Reporting Trends 2011-2015



Note: Near Miss and First Aid Case information was not globally recorded prior to the inception of our integrated Global Safety Program in 2013.

"We are now getting great reporting from SIMS and WeSafe, especially with increased near miss reports. This information helps us get out in front of serious incidents, and it enables our team to better protect our employees from serious workplace injuries. Our SIMS and WeSafe data clearly show this."

Ashley Herren, Director, Global Safety

Protecting employees, customers, suppliers, communities and the environment is Agility Chemical Logistics' first priority as a supply chain solutions integrator serving the chemicals and bulk commodity sectors.

Andrew Jackson, CEO, Agility Chemical Logistics

An example of this is a recent collaboration between Agility, Abbey Logistics (a leading bulk tanker logistics provider) and a specialist bulk tank fabricator based in Germany. In its 4PL capacity, Agility Chemicals oversees a bulk powder transportation operation using Abbey Logistics' assets on Agility's contract with Tata Chemicals Europe and its subsidiary British Salt. As the solution integrator, and to make the operation as safe and efficient as possible, Agility collaborated with Abbey and their equipment manufacturer to develop a new bulk powder tanker that is equipped with a combination of the most advanced safety features. The new tankers are used to carry granular sodium carbonate, bicarbonate of soda and sodium chloride as raw materials for a variety of manufacturing processes.

The new technologies were engineered based on feedback and design inputs from health, safety and environment experts in Agility and Abbey Logistics, as well as the equipment manufactures. The Agility-Abbey powder tanker raises the industry's standards by bringing together a host of technologies designed to protect the driver, the public and the environment, while enabling a bigger maximum payload of 31,500 kg per tank.



Steve Granite, Managing Director, Abbey Logistics

Simply put, these improvements reduce the number of powder chemical trucks on the road at any time, which saves cost and reduces risk. The enhancement of these powder tankers shows how positive, collaborative relationships improve safety in our workplaces as well as reduce risk to the environment and communities, while improving costs through payload efficiencies. This collaboration enables safe, reliable, environmentally sensitive, cost effective solutions for our customers. By way of recognition, Agility was short listed for the Lloyds List, Global Freight Awards 2015 - Road Freight category for its part in the tankers' development.

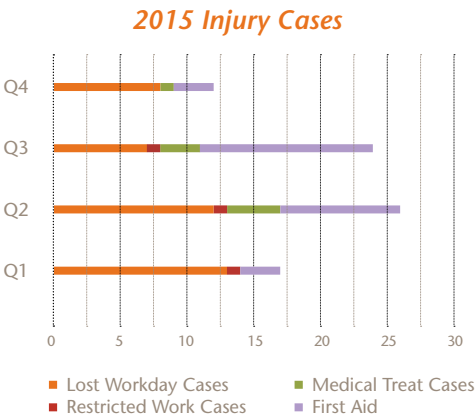
*Liz Preston, Vice President,
Agility Chemical Logistics Europe.*

2014 Health and Safety Performance

As a result of the successful implementation of our global Health and Safety program, and the rollout of our SIMS and WeSafe applications, we are now better able to understand the scope of global incidents and take actions to reduce their respective causes and effects. Our Health and Safety management strategy, communications program and applications have enabled our safety team to receive better information and data, and this has helped our team to improve communications and training information and this has helped us reduce incident rates, causes and effects.

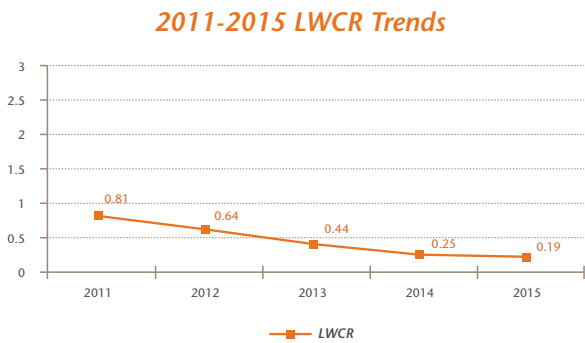
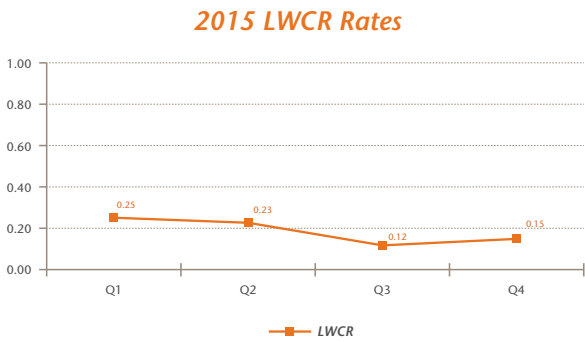
2015 Health and Safety Performance Highlights

- 42.6 million hours worked (13% increase vs. 2014, includes temporary workers)
- 40 Lost Workday Cases (LWC) and 51 Total Recordable Injuries (TRI)
- Global Lost Workday Case Rate (LWCR) of .19 per 200,000 hours worked
- Global Total Recordable Injury Rate (TRIR) of .24 per 200,000 hours worked



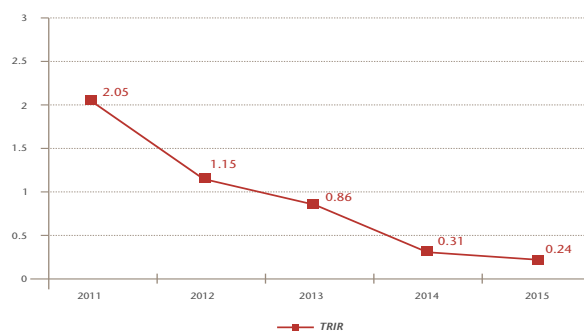
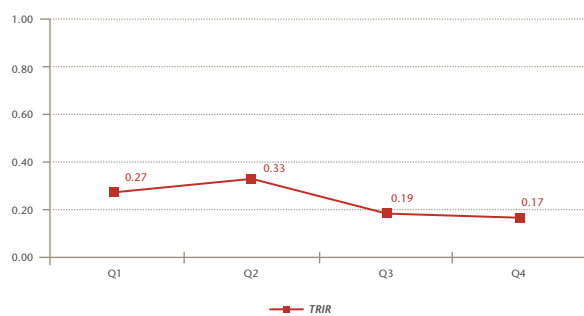
2015 Lost Workday Case Rate (LWCR) Performance

- 2015 annual performance – .19 lost workday injuries per 200,000 hours worked
- 52% better than our 2015 global target of .40
- 24% better than 2014 performance of .25
- 554 workdays lost due to injury (44% improvement vs. 2014)
- Over 80% better than industrial average for Transportation Arrangement Services
- More than 75% LWCR reduction since 2011
- Global Lost Workday Severity Rate, LWSR – 2.60 (rate of workdays lost due to injury)



2015 Total Recordable Incident Rate (TRIR) Performance

- 2015 annual performance – .24 recordable injuries per 200,000 hours worked
- 70% better than our 2015 global target of .80
- 23% better than 2014 performance of .31
- Over 80% better than industrial average for Transportation Arrangement Services
- More than 80% TRIR reduction since 2011



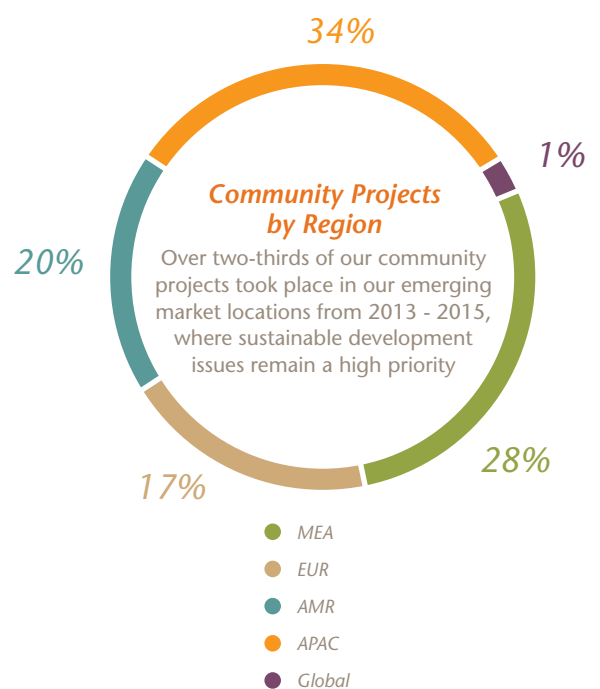
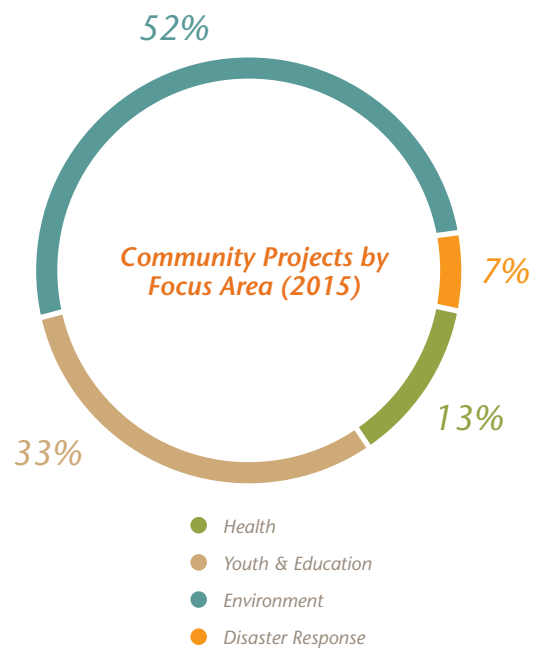
Our Community Investments

Agility has invested in more than 1,370 community projects in over 80 countries since 2006, reaching more than a million people in need. Our community investments are driven by the commitment of our people. We are proud of the fact that our employees are making a difference in nearly every community in which we do business, including many emerging markets around the world. And we are even more proud that the voluntary activities our employees undertake are more numerous and result in deeper impact with each passing year.



Creating Value in Our Communities

Since 2006 when we launched our formal CSR strategy as company, we have made significant social investments in the local communities in which we work and live. Our community investment strategy parallels that of our business: a majority of our social projects are made in the emerging markets. We invest in social programs led by our employees, primarily in the areas of youth and education, health, and environmental action.



Deepening Impact through Employee Engagement

Agility's Community Volunteer Program is the program in which we have the highest social impact through direct employee engagement in local offices. The program empowers employees by enabling them to initiate and lead humanitarian projects in local communities around the world. Any Agility employee can apply for a company grant to support a community project that he or she believes will make a difference, thereby allowing the employee to identify the social issues most relevant to his or her community.

Through this employee engagement model, we believe that we achieve greater impact through the scope and scale of projects we undertake, the number of employees that volunteer to be a part of them, and importantly, the local relevance these projects have.

The criteria for an Agility-sponsored community grant are straightforward:

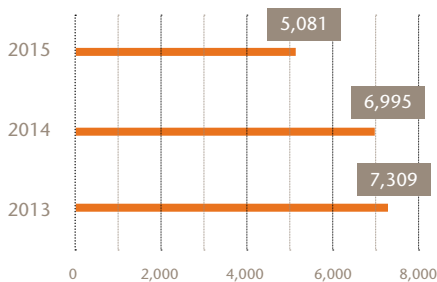
Partnership: First, projects must support registered charity partners who adopt a humane, neutral and impartial approach to service. We work in partnership with civil society organizations and invest in long-term relationships over time.

Priorities: Second, projects should meet priority focus areas of youth and education, health, disaster response, or environmental action. These focus areas are deliberately designed to be broad enough to enable employees to interpret them in ways that are relevant to their local communities. For example, under the auspices of "youth and education," projects have ranged from supporting entrepreneurship training in public schools in Jordan, to supporting a shelter for street children in Thailand, to collecting school supplies for underprivileged children in the United States.

Passion: Third, employees must be prepared to lead the project in cooperation with a humanitarian partner organization. It is Agility's philosophy that in addition to financial or in-kind contributions, the time and passion of our people is critical in both making a difference and building a culture of giving back. Employees are encouraged to nominate projects that they feel personally passionate about and to get their colleagues to join their efforts.

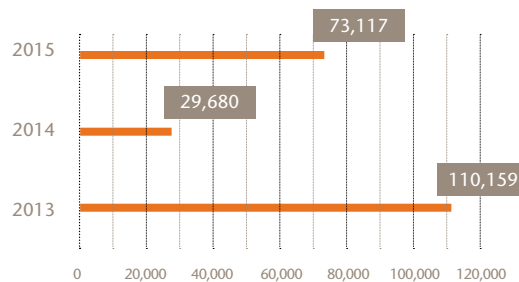
Employee Volunteerism

Over one-third of Agility's employees participated in some form of community service in both 2013 - 2015.



Impact of CSR Activities

We estimate that in 2013 - 2015 we positively affected 200,000 people with our CSR program, including supporting humanitarians in response to two natural disasters in the Philippines.



Community Projects Over the Years

Employees have engaged in over 1370 community projects since the inception of our Community Volunteer program, representing an overall trend of growth and deeper impact in the communities in which we operate.

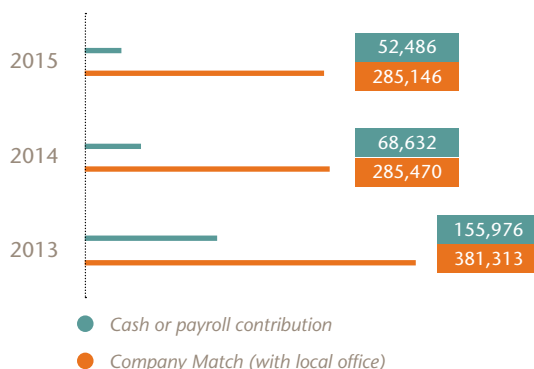


Employee Fundraising and Corporate Matching

Agility has joined with its long-term partner International Medical Corps to provide online fundraising opportunities for Agility employees. Additionally, many of our largest offices around the world offer employees the opportunity to raise funds through payroll donations or collection boxes. Agility matches all contributions at least dollar for dollar, and usually more.

Employee Cash Contribution and Company Match

Over **US\$270,000** was raised by employees over the last two years and was further matched by the company, for a total contribution of almost US\$1,000,000.



Examples of Agility's Volunteer Efforts from 2013 - 2015

Global Education Drive:

Each year, Agility employees around the world work together from September to November in our annual Global Education Drive. In this program, Agility employees identify local education causes, charities and public organizations and then volunteer to raise funds, donate supplies or take time to support the causes.

From 2013 to 2015, over 2240 Agility employees in Australia, Kuwait, Lebanon, Bahrain, Egypt, United States, Brazil, Italy, Turkey, Singapore, Canada, Chile, India, Oman, Philippines, Mexico, Peru, Spain, the UK and Thailand participated in our global education drive to collect school supplies, complete renovation activities, and raise funds that reached more than 9,500 underprivileged students in these countries.

International Medical Corps Fundraising:

Since 2007, Agility has partnered with International Medical Corps, a humanitarian organization that provides health services in some of the world's poorest countries. In that time period, Agility has provided logistics support and expertise to International Medical Corps in many countries around the world. This included earthquake relief

efforts in Haiti and Indonesia, transportation of medical supplies to hospitals during the war in Iraq, assistance with the relief efforts in South Sudan and, most recently, with support to International Medical Corps' disaster response in the Philippines in 2014.

The services of International Medical Corps benefit communities that face harsh living conditions and do not have access to basic healthcare. To help International Medical Corps achieve its mission of helping disaster affected people when it's most needed, we conduct response based appeals, as well as

400+
children reached



USA

Presented school supplies and Share Our Selves and the Ho Women's Center; raised funds in India by participating in a donated funds to the Robert Foundation that supports adoption prevention and treatment of child and youth education and development.

50
children reached



UK

An Agility employee volunteered with Original Volunteers in Morocco and raised funds to donate educational material, clothing and meals to local schools.

179
children reached



Turkey

Collected educational supplies for children at a local school

70
children reached



Spain

Donated school supplies and partnered with A.R. T.E.S. Cultura y Ocio to support a musical play for children with special needs

140
children reached



Thailand

Funded scholarships and supplies for Wat Laung Paeng School

83
children reached



Peru

Environment program Acción Sostenible & Bosco Ecocasita school

and backpacks to
Houston Area
for a school
walkathon and
R. McCormick
adult literacy,
of child abuse,
and workforce

400
children reached



Singapore

Raised funds to fill Christmas stockings with gifts for special needs children at the MINDS school.

200
children reached



Canada

Supplied school stationary and backpacks to the Salvation Army

80
children reached



Chile

Donated books and school supplies to Los Rosales del Bajo School

800
children reached



India

Supported Youth For Seva with school supplies and backpack donations and donated 30 refurbished computers to a local school in Chennai

43
children reached



Oman

Helped fund school meals program

49
children reached



Philippines

Employees volunteered their time to tutor children and also supported a school feeding program in cooperation with the Philippines Rotary Club

200
children reached



Italy

Children were taught how to bake bread to promote healthy eating as a part of the Milan World Expo 2015 "Feeding the Planet"

Australia

Collected gently used and new books for the library serving employees and their families at the Agility office in Ports Moresby, Papua New Guinea

40+
children reached



Mexico

Organized a fundraiser to donate 15 computers, food items, and clothing for children at the El Mexicanito orphanage.

67
children reached



Agility

Global Education Drive 2014

Supporting Education Where It's Most Needed

Reached Over 2,000 children
around the world

am at
& Don
hools

annual year-end fund raising campaigns. We ask our employees to help us raise money for International Medical Corps either through personal donations, office fundraisers, or conversations with like-minded customers. From 2013 to 2015 Agility matched employee donation dollar for dollar, for a total donation of \$130,000 USD. Funds raised were used by International Medical Corps for its response operations in the Philippines, as well as to support International Medical Corps' massive response to the Ebola crisis in West Africa and to earth quake relief in Nepal. 2016 represents the time of greatest need for International

Medical Corps, which is supporting more operations in disaster areas than ever before. Each day, International Medical Corps provides medical care for thousands of people in many countries around the world. If you would like to contribute to International Medical Corps' efforts to medical care to those in need, please visit the [International Medical Corps donation page](#) for more information.

Asia Pacific

Australia: Agility has been working with the Fred Hollows Foundation for more than six years, supporting the organization through fundraising and the



transportation of equipment. The Foundation seeks to prevent blindness and improve sightedness in developing countries, and it achieved record results in 2013, having reached over 4.5 million people worldwide. This important sight restoring work is only made possible due to donations from those who support the Foundation's cause.

In 2013, 449,768 eye operations, procedures and treatments were performed by The Foundation with its partners – up from 404,915 in 2012. The Foundation also trained 42,189 eye health workers, giving them what Fred called “the tools of their trade” and building or upgrading 48 medical facilities. It also continued to lead Australia's contribution to eliminating trachoma in the worst affected countries, providing over 4.1 million people with antibiotics to combat the disease.

Since 2008 Agility has contributed more than \$386,000 USD to the Foundation in direct donations or the donation of in-kind logistics services so the Foundation's team members can carry out its important work in Asia, Africa and other areas of need. These contributions equate to life altering vision surgeries for 15,040 people.

India: Since 2011 Agility Hyderabad has partnered with Youth for Seva, a charity focusing on youth and education issues in India.



In the 2013 & 2014 timeframe Agility Hyderabad team conducted two school kit drives, two education engagement events, a fundraiser to help schools recover from a flood in Uttarakhand, and a weekly tutoring program for kids living in slums. Additionally, the Agility Pune team has partnered with a local night school that educates and provides technical training to adolescents and adults who have not been able to attend formal schools. During 2013 & 2014, the Agility team has helped at least 5000 people in education projects through its deepened relationships with its charity partners.

Pakistan: Since 2010 Agility Pakistan has developed a deep and enduring partnership with The Citizen's Foundation. The Agility team raises funds and conducts quarterly volunteer education initiatives including tutoring, reading activities, cleanups and plantings, academic counseling and other activities to help TCF complete its vitally important work. In 2013 & 2014 the Agility Pakistan team impacted over 1200 TCF students in these volunteer and fundraising activities.



Indonesia: In partnership with a local education charity, Agility Indonesia helped over 1,800 students in 2013 and 2014 through various educational initiatives including the building of new dorms, distributing school supplies, and providing support for local underprivileged schools.



Thailand: Through its long-term five year partnership with a local school in Bangkok, more than 600 Agility Thailand employees positively impacted over 3,000 students in 2013 and 2014 through donations of school supplies, uniforms, food and scholarships. In 2014 the Agility Thailand team adopted an additional rural school to ensure that its 110 students had everything they needed including uniforms, food, learning aids and even food to ensure that these under-served children have access to the education to which they are entitled.



Vietnam: Over 100 employees in Agility Vietnam engaged in community activities that benefited a single local senior citizen's home and orphanage over the last two years.



China: Through its partnership with the Huge Grace Orphanage over the last two years, more than 50 of the Abu Dhabi Shanghai Logistics Hub team members have volunteered and donated various food items and supplies to the organization to support the resident children with their education and living needs.

Americas

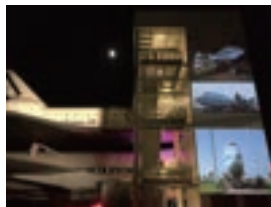
USA: Through a large number of long-term charity partner relationships charities and activities, in 2013 & 2014 Agility USA has supported over 2,500 people through engagement in more than 22 charity events or activities benefiting a range of organizations from Juvenile Diabetes Research Foundation, the ALS Association, the Houston Food Bank, Laura's House, and many others. The Agility USA team has enduring, multiyear partnerships with more than 12 unique charities.



USA: Since 2008 Agility DGS has helped raise 2.6 million dollars to support paralyzed veterans and their families over the last seven years in partnership with Paralyzed Veterans of America. The funds raised are directed towards assisting paralyzed veterans attain gainful employment across the country.



USA: In 2014 & 2015 Agility Project Logistics contributed more than 215,000 dollars in in-kind project logistics services to support the Houston Space Center's Independence Plaza. Agility helped in the construction of a massive space science exhibit that includes a space shuttle replica that Agility helped to move and position on top of a retired 747 aircraft. The 747 was used to transport all of the space shuttles during the shuttle program. These donated services will enable the Space Center to show kids how space technology is applied in real life, and as a way to inspire engagement in space science, technology, engineering and math education.



Canada: In 2013 & 2014 the Agility Canada team continued and grew engagement with its numerous multi-year partnerships with more than seven charities supporting education, cancer, breast cancer, AIDs, Alzheimer's Disease, domestic violence and other community issues. Agility employees completed more than 300 volunteer acts to support others during this time frame.



Brazil: Over 200 Agility Brazil employees have volunteered with a local senior citizen's home, as well as local underprivileged schools, over the last 3 years through the delivery of basic food items, toys and educational materials.



Peru: Agility Peru has partnered with the Don Bosco foundation and helped build a computer classroom for a local underprivileged school that will service 900 students. 11 employees from the Lima office have also volunteered their time as tutors at the school. The Peru team has also partnered with a local orphanage to help establish a hydroponics program to improve nutrition and provide education and training opportunities to the "eco-casita" residents.



Chile: Agility Chile team members donated school supplies to support 100 children at the Rosales del Bajo school complete their education, in addition to supporting a youth sports charity that helps 85 at-risk children remain engaged and healthy through sports activities. The Agility Chile team also completed an emergency fundraiser and materials donation campaign to help hundreds of families recover from a fire which destroyed more than 3,000 homes in 2014.



Europe

Italy: The Agility team in Italy supports and raises funds for different charities every year. In the last eight years they have supported over 15 different causes, ranging from youth education to support for the elderly to environmental improvements. Their efforts and commitment to others have positively affected more than 5000 people.



UK: The Agility UK team members have helped more than 6000 people around the world by volunteering valuable time and significant effort to charities, including participating in marathons and walkathons for health issues, shipping materials to people in need, and working with customers to raise awareness for social causes.



Netherlands: In 2014 and 2015 the Agility Europe team helped raise funds to support the terminally ill and cancer patients by running over 500



kilometers as a team in the Roparun event. Each year, Agility fielded a team of 22 people, including eight runners, four bicyclist, drivers, support staff and physical therapists. The team works together over the course of three days as the runners cover more than 550 KM, running in relay teams 24 hours per day to complete the race. The race is run from Hamburg, Germany to Rotterdam, Netherlands.

Middle East & Africa

Kuwait: Agility employees have helped mentor almost 200 students in the last two years, through long-term partner INJAZ, the Kuwaiti chapter of the global youth empowerment organization Junior Achievement.



Oman: Agility Oman employees held a collection drive to support 49 underprivileged girls in a local school to provide them with nutritious breakfast for those who could not afford it.



Bahrain: Agility Bahrain employees got together to hold a collection drive and participate in a local event to benefit the handicapped. Over 50 employees volunteered their time toward the fundraising event.

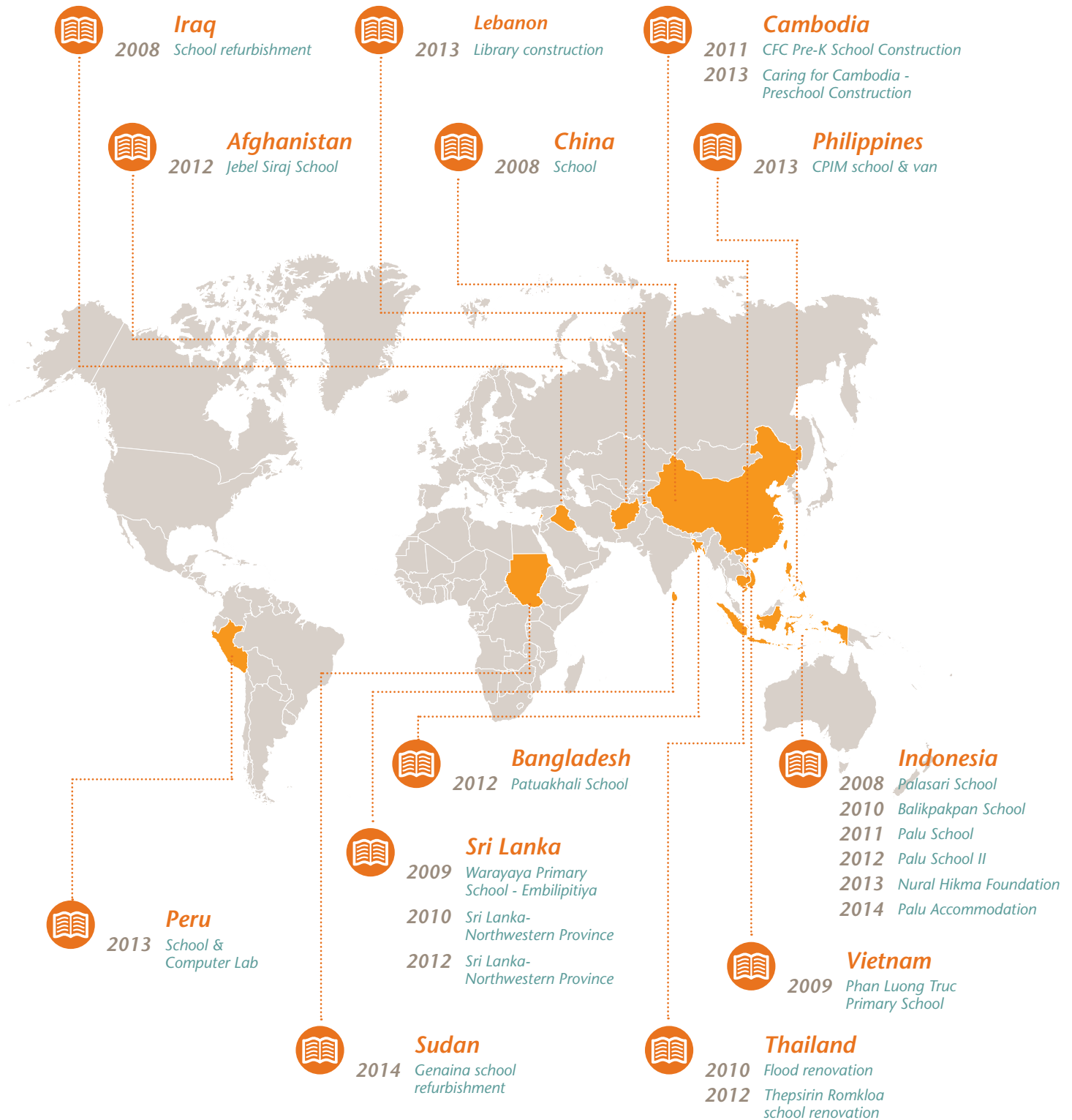


Dubai: Over 200 employees from Agility Dubai participated in the Pink Walkathon to support breast cancer research. The office has supported this cause for three years in a row.



Schools Construction & Refurbishment

One of Agility's priority community issues is youth and education. Since 2006, Agility has supported the construction or refurbishment of 22 different schools around the world.



Our Humanitarian and Emergency Logistics Program (HELP)

Natural disasters such as floods, earthquakes and tsunamis pose enormous logistics challenges. As a leading logistics supplier, Agility has the know-how and commitment to help. In support of our humanitarian partners, Agility has donated logistics support and expertise in 40 different humanitarian response operations in the last eight years.



Our Commitment to Disaster Response

When a major emergency strikes, humanitarian organizations must quickly reach those affected with food, medicine, and shelter at a time when roads, ports, and telecommunication infrastructure might be badly damaged.

At Agility, we have resources that can support the humanitarian community during this time of need. Our commercial reputation is built on reliably delivering goods and services for customers in some of the world's most challenging environments. We make these same capabilities – experienced people, warehousing facilities, and transportation assets – available to our humanitarian partners in crisis situations.

Our Humanitarian and Emergency Logistics Program (HELP) takes a robust and systematic approach to disaster response. The program is built on our partnership with the International Medical Corps and a multilateral partnership with other private sector partners and the humanitarian community.

Rules of Engagement

Whether to deploy in a disaster scenario is a decision that must be thought through on a case-by-case basis. Factors such as the type and scale of the emergency, the security situation, the needs of our humanitarian partners on the ground, and our own bench strength in any given country must all be taken into consideration. Our operational parameters are:

- **Type of emergency:** We deploy response teams to natural disasters. We try to avoid complex emergencies with poor security situations so as to minimize risks to the safety of our employee volunteers.
- **Partnership:** We respond only when invited to participate by our humanitarian partners or local government emergency relief bodies. We work at the request of our partners, and we take our operational cues from the humanitarian organizations that specialize in this work and lead our efforts.
- **Local capacity and availability:** We respond where we have local capacity. We believe that on-the-ground knowledge, people, and transportation and warehousing assets are an important part of the value we offer to the humanitarian community. At the same time, we must balance our desire to help against the available capacity of our local offices. Before we commit resources, we consider the health and welfare of our local office staff, as well as available capacity to support a disaster response operation.

A New HELP & LET Deployment Model

Our volunteers receive training in the curriculum required by humanitarian organizations. Training includes ethics, health, safety and security; UN, humanitarian and NGO organizations; the Humanitarian Code of Conduct; cultural awareness; and humanitarian logistics systems and practices.

To improve effectiveness and increase cooperation, the Logistics Emergency Teams (LETs) member companies jointly train their rapid response volunteers on a yearly basis.

The first LET training exercise took place in Indonesia, and volunteers were fully embedded into an existing humanitarian operation. Since that time, Agility has participated in the joint training sessions by providing a lead facilitator to present training content to the LET volunteers.



Based on LET experiences, in 2014 the LET re-defined the recruiting, training and deployment criteria for all LET team members. In the past, many LET deployers were sent from international locations to the field to help the Cluster and humanitarians execute logistics solutions.

Based on the positive experience in several LET operations, it was determined that the LET companies can best serve the Cluster by deploying trained local team members within their own countries. Additionally, instead of simply executing the logistics plan predefined by the Cluster, the LET deployers will now deploy sooner into the field, and they will assist the Cluster in assessing local capacities, and help the Cluster design and implement the humanitarian logistics solution.

To do this, the LET had to change its recruiting and training requirements. Now, all LET deployers must have a minimum of 15 years' experience in the industry, and experience in multiple modes of transport, as well as familiarity with customs, administration and market requirements. Additionally, they must be able to support the Cluster in assessment, planning and communications activities.

This change represents an important evolution in the LET partnership. The LET is now able to offer more value in getting senior, local supply chain and logistics experts to the table in the critical planning and implementation stages of humanitarian logistics response operations. This change is a result of the hard work and real value that our LET deployers have contributed to humanitarian operations in the past, and we welcome this opportunity to provide even more value to our humanitarian partners in this great relationship.

- **Timeframe:** The first few weeks of a disaster response operation tend to be critical. That is when the distribution of emergency relief can help save lives, and typically, it is the period when there is a "resource gap" between donor pledges and receipt of funds at the disaster site. We get involved for a finite period during this emergency phase, typically donating services for periods of three to six weeks before transitioning out. In some cases, we will deploy to ongoing emergencies if we are able to allocate resources required.
- **Commercial/pro bono firewalls:** We clearly distinguish between the work that we do commercially and the work that we do on a pro bono basis in disaster response operations. To the extent possible, different personnel are involved. If we are approached by our partners after a disaster response operation to continue work on commercial terms, we get involved only after a competitive tendering process.
- **Trained volunteers:** As part of our commitment to our humanitarian partners, we ensure that when we deploy employee volunteers to the field, they are experienced logisticians and trained disaster responders. We collaborate with our humanitarian partners in this training process. Agility has trained more than 75 volunteers to date.



Long-Term Partnership with International Medical Corps

Agility formalized a bilateral partnership with International Medical Corps in 2009. International Medical Corps is a global, humanitarian, nonprofit organization dedicated to saving lives and relieving suffering through healthcare training and relief and development programs. It is a non-governmental organization that works to relieve the suffering of those affected by natural disasters, conflict and disease by delivering vital healthcare services and providing training to local medical practitioners. (For more information, please visit [International Medical Corps' website](#).)

Agility has supported International Medical Corps in the delivery of medical aid to Iraq, South Sudan, Pakistan, the Democratic Republic of Congo, Haiti, Indonesia, and the Philippines through the pro bono transportation of life-saving supplies and deployment of trained volunteers to support the International Medical Corps' logistics operations.

"We are very lucky to have Agility as a partner.

Agility's past assistance in Indonesia, Haiti, South Sudan, the Philippines; and its donated shipments to places like DR Congo have helped us considerably. The same goes for the logistics training delivered by Agility team members, and the review of our Logistics Procedures by Agility's expert logisticians. These in-kind and service donations allow us to save more lives when it's most needed."

Chris Skopec, Senior Director for Emergency Response and Preparedness
International Medical Corps

Logistics Emergency Teams: A Unique Public-Private Partnership

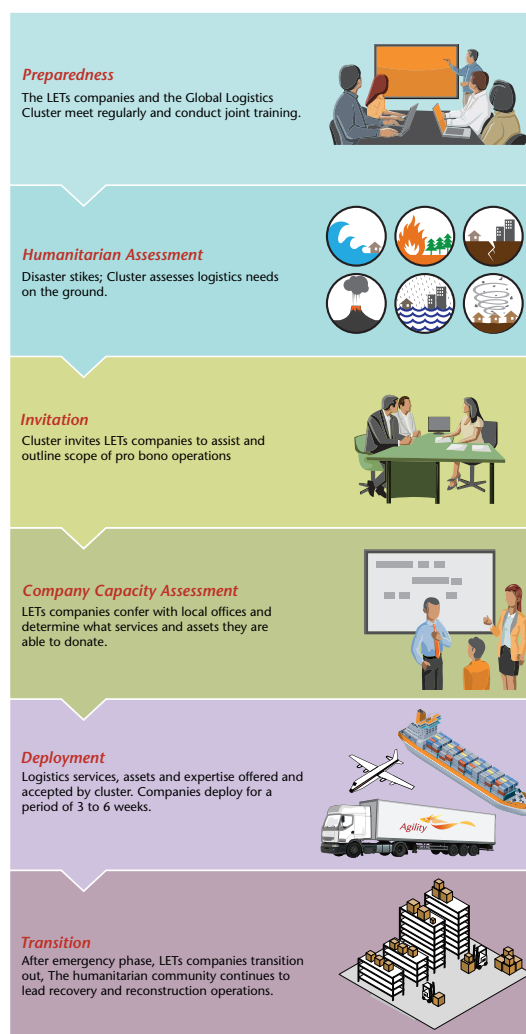
Four leading logistics companies, Agility, UPS, Maersk and Damco work together through the Logistics Emergency Teams (LETs) initiative, a cross-company partnership to support humanitarian relief efforts during natural disasters. The LETs initiative is the first-ever multi-company commitment to the humanitarian sector made by players in a single industry.

The Logistics Emergency Teams initiative was launched in Davos in 2008 under the auspices of the World Economic Forum. It is designed to allow the humanitarian community to make a single phone call to obtain access to the combined and coordinated services of four major logistics corporations.

The Logistics Cluster, led by the U.N. World Food Program, coordinates the logistics response to the humanitarian community in times of disaster. To activate the LETs, the head of the Cluster simply asks the Chairperson of the LET companies for support in the form of trained logistics personnel, or donated warehousing, transportation, and aviation services. The companies then commit resources within 48 hours of the request.

The LETs initiative has increased the scale and efficiency of relief operations, while reducing the transaction costs associated with humanitarian response.

To date, the Logistics Emergency Teams have successfully deployed to respond to disasters in Japan, Pakistan, Haiti, Philippines, Myanmar and the Philippines. They have also been deployed to Indonesia, Nigeria, Kuwait and Turkey to assist humanitarians in preparing staging areas for regional disaster operations.



Blog: An Agility HELP Volunteer's First Deployment

In the aftermath of Typhoon Haiyan, Ong Choon Lye, Director, Sales Support, Asia Pacific, volunteered to serve as Agility's on-the-ground LETs logistician in the central Philippines. He worked in Tacloban – the community hardest hit by the typhoon – from Nov. 30 to Dec. 15, 2013. This is his account of what he saw and did.

An Agility HELP Volunteer's Maiden Mission!

36 hours to launch

The activation call came around 9 pm on Nov. 28 and mission was to begin by Nov. 30. I scrambled home to start preparing for the trip and browsed through the checklist for Logistics Emergency Teams (LETs) deployments. Grocery shopping and complete packing were done six hours before departure. Some last-minute shopping at airport pharmacy and an e-mail request to David Tien, Agility Cebu's branch manager, for canned soup and cup of noodles completed the list. Fingers crossed!



The Mission Begins



Wheels up on the morning of Nov. 30th. From Singapore I headed towards Manila to catch another flight to Cebu. Upon arrival in Cebu, I was instructed to take the next day's commercial flight to Tacloban instead of the original plan to fly directly to Guiuan on one of the UN flights. I met a native of Tacloban at Cebu airport who was heading back to start his work at BDO Bank. After a short conversation, he shook my hand and thanked me for coming to help their city. What a morale booster!

When I touched down in Tacloban airport I was shocked to see the condition of the airport, or what's left of it. Only the main structure was still standing. Baggage was carted to the arrival area and all passengers retrieved the luggage directly from the cart. I figured it's going to be a long two weeks ...

First Assignment



I met up with Oliver Bartolo from UPS at the airport and was briefed on the situation and my first assignment for the next few days. Oliver was the UPS LETs lead in Philippines, and he went

around introducing me to a few key figures at the airport: John Clement of World Food Program (WFP) and Orville "Billie" Berino, the lead for the Philippine Department of Social Welfare and Development (DSWD). Once Oliver left for Manila, I had to fend for myself.

I took the WFP transport to City Hall to meet with other members of the WFP team working in Tacloban. I was hoping to secure a room in the hotel



but was told that the agreement with the LETs support to the WFP was under "self-sufficient" terms. This means that the humanitarians were far too busy to help

me sort my accommodations, so off I went to find a place to stay for the night, and if I was lucky, the next two weeks! I spent the next 90 minutes walking around the city ruins, looking for accommodation but without much luck. Most of the hotels were not operational and those that were open were fully booked by humanitarian organizations. It ended up being just me and my tent. I paid for a ride back to airport and started day one at the WFP tent warehouse.



There were only a few pallets in the warehouse, so not very much to be done. I spoke to Billie to see if there were any issues that needed immediate attention.

He shared the airport authorities' concern about the DSWD cargo that had been sitting at the tarmac for weeks. Some of the donated goods were already damaged by rain. I went to work with his team leaders to find a home for all this cargo stuck on the tarmac.

Perishables were moved into the WFP warehouse tent to be handed over to DSWD; some needed to find storage other than the DSWD airport operations tent to store the non-perishables. Some of the non-perishables that were not airlifted for distribution were moved to the DSWD central warehouse. Three days later, we finally moved the last few pallets of DSWD cargo off the tarmac. Not a bad effort considering the lack of mechanical handling equipment, congestion at the airport, and limited sheltered storage. But everything has a price -- and my back was killing me from all the heavy lifting!



Home for the next few days

After failing to find a hotel, I figure the only best place for me to set up my tent was in the tent warehouse. I was planning to place a few plastic pallets on the floor and sleep on them in my sleeping bag. Billie came to the rescue, making a few calls to secure me a bed in the tent built by humanitarian organizations about five minutes from the airport. Not a five-star hotel, but at least I didn't have to set up my own tent, so I accepted the offer.



The humanitarian tent wasn't that bad. The good news: It was air-conditioned and came with foldable beds. The bad news was that there was no water supply, and the toilets were ... !

The Philippines Army later managed to locate the toilet from a home that was destroyed by the typhoon, and they were kind enough to put together a makeshift toilet for the occupants of the humanitarian tents. Bathrooms were made by simple stilt and nylon sheet with water supplied from well and rainwater. Not a perfect bathroom and toilet but this makeshift structure, I may have had a chance to save my phone had I dropped it into the toilet bowl!

Before.....



After.....!!!



A Good Samaritan who Flew across the World to Help Rebuild

I was at the DSWD tent one morning when a man came asking if we have any food or aid that needs to be transported to Guiuan. He had flown from Michigan in the United States to help rebuild his wife's parents' home and some of their neighbors' homes. He was waiting on luggage that was delayed in Manila, so he thought he would offer to help move aid to the Guiuan area because he had space in the taxi he hired to take him there.

During our short conversation, he told me he felt it was right for him to come and help. His Filipina wife flew halfway across the world to be with him in Michigan, so he thought it was the right thing for him to do to fly across to help his in-laws, especially



since he took their daughter away from them. I spoke to Billie and he gave the man a sack of pre-packed hygiene kits to take along. Billie also pointed him to DSWD contact in Guiuan. We couldn't ignore a man with a big heart.

There is No Tougher Job than This

I was in a truck with Billie to deliver some USAID hygiene kits to the DWSD central warehouse in Tacloban. We passed a military truck parked beside the road, and I caught a glimpse of a few military personnel beside a body bag. Two of them were down on one knee trying to place something in the bag. As I was sitting further back between the driver and Billie, I could not see clearly what the military folks were doing so I asked Billie to describe what he saw.

He told me the military medical personnel were piecing together body parts of an infant in the body bag. I figured someone probably found the decomposed body when they were clearing the streets. Billie then said “No matter how bad our job is, there is no tougher job than having to pick up pieces of a body, especially an infant.” I couldn’t agree more.

How HELP Volunteers Add Value

During my work in Tacloban, I helped the Philippine Department of Social Welfare and Development (DSWD) organize inventory from five locations into one warehouse storage tent and an open-area storage facility. I also asked Billie (Orville “Billie” Berino, the lead for the Philippine DSWD) if there was anything else I could help him with. He asked me to review their inbound and outbound processes and the forms used for recording. He sketched some ideas for the forms and I came up with the solution illustrated here.



Prior to implementing the solution at the DSWD airport warehouse, we discovered that the inkjet printer used at the facility did not support printing of the forms that were designed with Billie’s input. DSWD did not have budget to procure a new printer, so



Agility donated a laser jet printer to DSWD and they have now started printing forms. The project went line according to the process and layout revisions, and it was very successful. It felt great knowing that the skills I was using and the hard work I was putting in would make a difference in how much food would be processed in the facilities.

Second assignment

After completing my five-day assignment at the airport warehouse, I was moved to the central warehouse where most of the activities took place. This was the warehouse where all relief goods to municipalities around Tacloban were distributed.

The LET team and I spoke to the leaders at different sections of the warehouse to identify issues that we could help resolve. One of the requests was to provide them with a layout that would optimize their repacking process and generate as much output as possible.



Long story short, after receiving different and shifting specifications from the DSWD over three days, and after three versions of the repacking layout, the DSWD determined they should continue to do the repacking the way they had been doing it. We decided to let them be and try to help them improve where we could. The DSWD was too far into their journey to change to a new process.



We helped set up the repacking facility to allow use of mechanical handling equipment to improve the productivity instead of relying on resources to carry each carton and sack from the warehouse to the tent for repacking.

Health and safety

Riding by jeepney's and tricycles to the central warehouse got to me during the second week of my stay. I started having respiratory issues and a continuous cough, probably due to smoke emitted from open burning and dusty roads along the road from the humanitarian tent to the warehouse. It was time to start using the mask that I brought along for the trip.



The two TNT members with the LET team decided to move closer to the central warehouse so we didn't have to spend 30 minutes on the road every morning and evening. They made arrangements to rent a house from a local so we could live somewhere near the warehouse. As

part of the team, I decided to move into the house with them. We moved out from the tent at the airport a day after we were reassigned to the central warehouse.

The move was short-lived. We found out from locals that many new residents had moved to the area and that there were a lot of break-ins after the disaster. The locals advised us to be vigilant. And the house we rented had its broken locked fixed just after we moved in. It took me two seconds before deciding to move back to the humanitarian tent at the airport. I was there to help but was not going to do any good if I put myself in compromised position. The two TNT folks also reluctantly decided to follow me back to the humanitarian tent after getting advice from Oliver.

Port and repackaging facility survey at Isabel

I also travelled 143 kilometers to Isabel with the WFP Shipping Coordinator to assess the facility at the port to determine its suitability for setup as a repackaging center. My role was to provide input for the setup plan to make this initiative a workable solution. This repackaging center was to supply food for those affected by the typhoon around Isabel, as well as for Tacloban. Some of the comments after the assessment trip are displayed in diagram below.

During this visit, we were invited to join port officials for lunch. This was my first proper meal in 10 days. It felt good to eat something other than energy bars, muesli bars, cups of noodles and biscuits, but right after the lunch the first thing that came to mind was "I'm probably going to need a toilet trip tonight!!!"



The Three People You Might Meet in Heaven

I met many people during my two weeks in Tacloban. Some were humanitarian volunteers who want to give their time helping others, while a majority were the people assigned by their organization and government to help the needy. During the stay, I met three exceptional people who are very passionate about contributing and giving back to society.

- **Orville “Billie” Berino**

Billie is a local from Tacloban and works for DSWD. He is so passionate about helping the people impacted by the typhoon that he refused a direct order from his senior management to take a break from his relief work until everything stabilizes. He told me that he will accept instructions to transfer to another relief center to continue helping the victims of the typhoon but refuses to take a break or step down until the relief operations are no longer needed.



- **Jan Steinik**

He was the “flight travel desk” for all humanitarian deployers flying in and out of Tacloban. He worked for United Nations Humanitarian Air Service – UNHAS -- and has been involved in many missions around the world over the years. He is Norwegian and works on a rescue and service team along Norway’s coastal waters. Humanitarian effort has been in his DNA and he chooses to help others in his personal life. For him, it’s not about the credit or publicity but the satisfaction of working to help others. Also, the job allows him to stay outside an office, wear anything he wants and not shave until he gets home!



- **Didier Frisch**

Didier started working with WFP in the 80s and is now retired, but his passion for helping others brings him back to humanitarian missions. He looks after WFP shipments used to supply disaster-torn countries. He complains about his WFP badge because it states “Retiree,” but looking at the effort he has put into the mission to help others, this retiree certainly does not need any help. As a matter of fact, his WFP badge should read “Man with a big heart.”



So, if you think you have done enough compared to these people, think again. I know I have not....

Parting shots

Two weeks blazed past, and I looked forward to going home to my family. It had been a tiring trip with a lot of unknowns that came my way. Apart from logistical knowledge to support the DSWD warehouse, the rest of the situations were handled by level-headedness and common sense that allowed us to make up a solution as we went along. It was time to say goodbye. Bangon - Tacloban! (Get up -Tacloban!)

I’m sitting in my hotel room in Cebu, looking at my comfortable bed, proper toilet and shower, television by the side of the table, and most important of all, electricity to power my equipment and air-conditioner.

It has been a grueling two weeks. Away from the comfort of home, where everything I need is within reach, I spent the last two weeks trying to figure what and how much I should eat to make sure I don’t visit the toilet too often. During the first week, Billie managed to get me into the Philippines Air Force camp to use their toilets. That’s probably the best facility within a five km radius of the airport. Nothing to shout about but having a shower after 12 hours moving cargoes in the warehouse and tarmac is a luxury in these conditions.

Electricity in the humanitarian tent at the airport was powered by a generator. On a good day, we probably have six hours of air-conditioning and recharging of mobile phones and other electronic devices. On some days, fuel supplies ran low and we got two hours of power. We had to sleep with the mosquitos for the rest of the night. I don’t think any of us is in a position to complain about the tent and with a basic foldable bed; it beats setting up our own tent, hands down.

We live comfortably in our modern world, with technology, infrastructure and facilities laid out for us. Some of us have probably gone through hardship at certain times of our life, but we tend to forget and accept our comfortable life as a way of living even though we read about poverty in the newspaper or on the internet. Coming here was a reality check for many of us, especially as we looked at people who did not have much – and lost it all.

The past two weeks has been a humbling experience and prompted me not to take what we have for granted. It also allowed me to give back what I take and when possible, pay it forward.

Disaster Response in Action



1 Manila, Philippines Flooding, 2013

In addition to cash donations from Agility Philippines employees, our Agility Manila team volunteers supported the Philippines Red Cross in preparing life support and other kits for disaster victims. We also donated trucking support to the Red Cross to move relief supplies too aid distribution stations in the metro Manila and other flood affected areas.



2 International Medical Corps, Tacloban, Philippines Typhoon, 2013:

The most powerful typhoon in Philippines history struck Tacloban in November, 2013.



International Medical Corps deployed emergency staff to assist in recovery operations. The International Medical Corps team needed warehouse space in their staging area established in Cebu, Philippines, as well as labor and operations support. Agility Philippines donated full warehouse space to the International Medical Corps team for two months, in addition to local trucking, labor and operations support. These services allowed International Medical Corps to deliver and distribute desperately-needed medical and relief supplies in the disaster area.



3 UN Global Logistics Cluster & LET, Tacloban, Philippines Typhoon, 2013:

During the Typhoon Hainan disaster, the Logistics Cluster activated the LET partnership. UPS, TNT, Maersk and Agility all deployed staff and assets to the disaster area. Agility deployed a trained volunteer and senior regional management team member to the Cluster for three weeks. During the deployment the Agility volunteer led the Cluster in clearing cargo from the Tacloban airport tarmac, which allowed more airborne aid material to be delivered to the disaster area.

Additionally, our volunteer also worked with the Philippines Department of Social Welfare and Development team in the work process re-design and set-up of the Tacloban food packaging facility used by the World Food Programme in its food aid program. This allowed DSWD to process more food and distribute to more people in need.

Agility also made warehouse space and trucking



support available to the Cluster for its operations in the Cebu Philippines staging area, in addition to trucking support in the metro Manila area. In addition to this, we also provided pallet jacks and office equipment & supplies to the Cluster and Department of Social Welfare Development operation.

4 International Medical Corp Training, 2014:

Agility seconded a HELP volunteer and senior logistician from our Germany operation to work with International Medical Corps as it established its new global headquarters for logistics in Split, Croatia. Our volunteer provided training to the International Medical Corps logisticians in freight forwarding, transportation services procurement, customs clearance and documentation process requirements for international and aid shipments, Incoterms and other critically important content to new logisticians. As a senior member of our Germany team, our trained HELP and THW



volunteer has a very unique skillset that combines the best of private sector and humanitarian logistics, and his training contributions added real value that will endure in the International Medical Corps logistics operations.

5 Indonesia Logistics Capacity Assessment, 2014:

Agility Indonesia provided experienced logisticians alongside our UPS and Maersk LET partners to support a logistics capacity assessment (LCA) of Yogyakarta, Indonesia. The LCA provides the WFP with information about road, port and airport infrastructure, as well as information about administrative processes, customs and local market capacity. The information is retained by the WFP and made available online so humanitarian can execute logistics operations in humanitarian emergency and development operations.

6 Ebola Response, 2014:

Agility offered to support the UN Global Logistics Cluster's European Air Consolidation Hub (operated by LET partner UPS) in Cologne, Germany. Agility transportation support was only required for one emergency shipment of medical materials from Italy to Germany on December 23rd.

7 Disaster Preparation, Philippines, 2014:

In response to a request from the WFP and the Philippines Department of Social Welfare Department, Agility provided operations support to help Department of Social Welfare Development and the WFP re-design the inbound & outbound food packing process at the Department of Social Welfare Development central food consolidation facility in Manila. Our expert team members visited the site twice and then completed an in-depth assessment. The team prepared facilities reconfiguration plan, process diagram and SOP document to improve the facility's food processing capacity.

8 Philippines LET Training, 2014:

Alongside our LET partners UPS, Maersk, Damco and the UN Global Logistics Cluster, ten Agility HELP volunteers completed deployer training in Manila. These team members are from Pakistan, Bangladesh, Malaysia, Australia, Indonesia and the Philippines; and they are now able to deploy to support our humanitarian partners if required.

**9 Philippines Typhoon, 2014:**

Following the LET training, a typhoon again struck the Philippines. The UN Global Logistics Cluster triggered the LET and Agility donated trucking, warehouse, MHE and pallets to support the DSWD staging area in Cebu, as well as trucking transport in moving food from Cebu to the disaster area in Tacloban.

**10 Nepal Earthquake, 2015:**

In the aftermath of the massive earthquake that struck Nepal in April 2015, Agility deployed volunteer responders to the primary border crossing between the port of Calcutta and Nepal. For ten days, the Agility deployers were at the border crossing points on both sides of the border to document the required processes that would enable humanitarian cargo to most easily cross into Nepal from India. The team members did this to assist the UN Logistics Cluster team design an overland transportation solution for aid materials that were arriving at the port of Calcutta and transshipped to Nepal by truck.

**11 Papua New Guinea Drought Response:**

In November & December 2015 Agility and its LET partners assisted the UN Logistics Cluster and World Food Programme in completing a logistics capacity assessment and concept of operations for international intervention in Papua New Guinea. The Agility team also donated office space and seconded management personnel to the Cluster to assist them in the logistics operations which resulted from food security issues related to a long drought that had decimated local subsistence farming.

HELP Overview

Since 2006, Agility has provided logistics support in many different humanitarian crises around the world. Here's a snapshot of our Humanitarian & Emergency Logistics Program:

Year	Country	HELP Projects
2006	Lebanon	Red Cross support
2006	Philippines	Typhoon response
2007	Iraq	International Medical Corps 1 - Transport of material to IDP's in Iraq.
2007	Indonesia	Earthquake response
2007	Iraq	International Medical Corps Cholera response - transport of materials to International Medical Corps operations.
2007	USA	Hurricane response, Houston
2007	Bangladesh	Flooding response
2007	Indonesia	LETs Trial Run with WFP ●
2007	Pakistan	Flood response, transportation, warehousing and distribution
2008	Iraq	International Medical Corps 2 - transport of material to IDP's in Iraq.
2008	Indonesia	Flood response, transportation, warehousing and distribution
2008	China	Earthquake response, transportation
2008	Myanmar	Cyclone response, transportation, warehousing and HELP deployment ●
2008	Pakistan	Earthquake response, transportation and warehousing ●
2009	Indonesia	Padang Earthquake response, transportation, warehousing and HELP deployment ●
2009	Philippines	Typhoon response, transportation and kit prep ●
2009	International Medical Corps	Training Curriculum preparation
2009	Pakistan	Flood response, transportation, warehousing and distribution ●
2009	Samoa	Tsunami response, transportation of donated items
2010	Chile	Earthquake - Logs Cluster operations support ●
2010	Haiti	Earthquake response, International Medical Corps support, customs/admin, ops management ●
2010	Pakistan	Flood response, transportation, warehousing and distribution ●
2010	Chile	Earthquake - Red Cross transportation
2011	Horn of Africa	Famine response, warehouse offered (not taken)
2011	Japan	Earthquake - ops support, transportation ●
2011	Philippines	Typhoon response, transportation and kit prep ●
2011	DRC	International Medical Corps Support, transport of bicycles to International Medical Corps operations
2011	Italy	Earthquake response, warehouse and transportation
2012	Kuwait	Logistics Capacity Assessment ●
2012	South Sudan	IDP's - ops management & training, HELP deployment
2013	Philippines	Typhoon response, transportation and kit prep, HELP deployment ●
2013	Philippines	Flooding response, transportation and kit prep
2014	Philippines	Disaster prep, operations re-design at central DSWD facility ●
2014	Croatia	International Medical Corps Logs Team Training
2014	Indonesia	WFP/Logs Cluster Planning, LCA ●
2014	West Africa	LET Ebola Response, transportation ●
2014	Philippines	Typhoon response, transportation and warehousing, HELP deployment ●
2015	Papua New Guinea	Logistics Capacity Assessment and donation of management services and office space for Cluster operations in Papua New Guinea. ●
2015	Nepal	Earthquake, border customs management & process design, HELP deployment ●

● LET Deployment

Our Environmental Journey

The environmental impact issues presented in the logistics industry are complex, especially in current economic conditions and in emerging market locations. We understand the impact of supply chains on the environment and the importance of measuring and minimizing that impact wherever possible.

We continue to make progress in understanding our impact on the environment, and in making changes in our business to help us perform better in this space. Over the last four years, we have mapped our carbon footprint in nearly 75% percent of our core logistics operations. We are working with customers on high-impact programs to manage environmental issues. At the local level we are taking steps to improve our impact in ways that are important to our local communities and or business. And we continue to participate in dialogue on important environmental issues with industry and civil society partners.



Our Environmental Commitment

We are working with customers, employees, industry partners and non-governmental organizations to address our part in ensuring a more sustainable future. Our efforts are focused on:

- **Building greener supply chains with customers:** We estimate that the majority of Agility's emissions are "outsourced" emissions related to managing our customer's supply chains. We have made it a priority to collaborate with like-minded customers to help measure and reduce emissions and packaging waste in their supply chains.
- **Greening Agility's operations:** We have continued an environmental awareness campaign to educate our team members on how to think and act green. Our awareness efforts are focused on reducing energy use, incorporating sustainable design features into our major warehousing facilities, better managing our vehicle fleets, and reducing business travel. We also are tracking our carbon footprint in our largest operations worldwide.
- **Multi-stakeholder dialogue on the environment:** We are actively engaged in global dialogue about industry-related topics related to the environment. We feel that these issues are particularly acute in many of the emerging markets where we operate, and that we have unique insights to offer those leading the policy dialogue. Agility leverages its strategic partnership with the World Economic Forum and Business for Social Responsibility for much of this engagement.



Agility's Carbon Footprint

What We Measure and How

22 of our largest operations are participating in our carbon footprinting program, which together account for almost 75% of our headcount and more than 80% of revenue for the core commercial Global Integrated Logistics (GIL) business. Agility uses its Shared Services Center in India to consolidate utility and fuel bills from each country and to produce country-level and company-wide carbon footprint reports on an annual basis.



Transparency in reporting is very important to us.

Because most of our impact is generated by outsourced emissions, and because of uncertainties related to the exact measurement of local electricity, fuel and water consumption and their estimated impact, we take an "at least" approach in estimating and understanding our impact. This means that our figures mean we have emitted "at least" this much carbon in the course of our business. We understand that this is imprecise, but we are working to improve our data quality each year.

Agility also tracks its outsourced carbon footprint using two sources. First, we use our freight tracking database to understand distances and corresponding emissions related to air, ocean, and overland freight moved by Agility through subcontracted carriers. This provides us with a working estimate of outsourced carbon emissions. (It is not an exact measurement because of the fact that our database does not currently distinguish between fuel and vessel types -- i.e. a large or small vessel or aircraft.) Second, we use a central database to capture miles and corresponding emissions related to business travel by Agility employees. This database covers approximately 80% of all employee travel.

Our priorities for the future include improving the IT systems we use to track emissions and broadening the scope of what we measure to include more country operations. We believe that technology investments we are making in our core business will also provide us with a richer, more detailed picture of our environmental impact and allow us to make better decisions for ourselves and our customers, and we expect that in the next three years our operations environmental impact reporting program will represent 90% of our core logistics operations.

Let's improve our environmental footprint



Reduce

Paper, electricity, water, and fuel

Reuse

Paper, packaging, pallets, and boxes

Recycle

Paper, plastic, and metal



THINK GREEN, ACT GREEN



We use the UK's Department of Environment, Food and Rural Affairs (DEFRA) 2011 & 2013

Guidelines and Conversion Factors as the accounting standard for our carbon footprint analysis.

Defra provides clearly understandable methodology, factors and formulae.

The formulae meet acceptable scientific standards, and they are legally mandated in the UK for required emissions reporting. Plus, the Defra standards are scalable and are improved over time. Importantly, they address our core logistics business emissions in many geographies, and they are well suited for

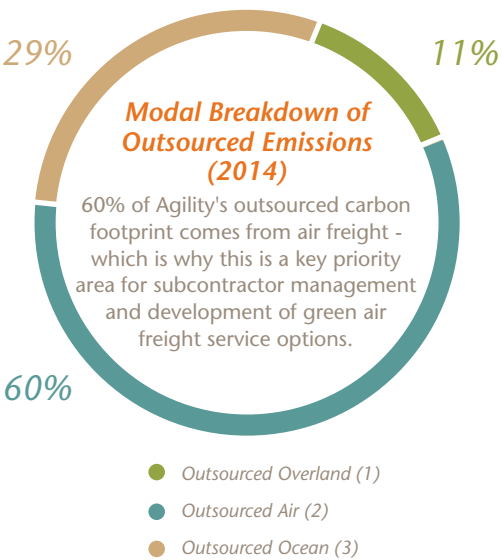
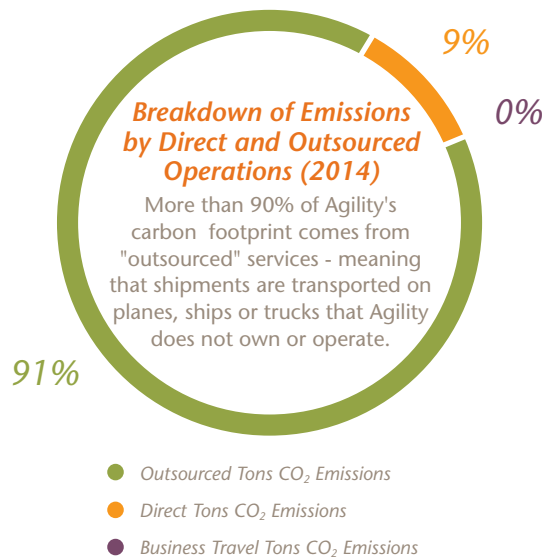
freight forwarding and non-asset logistics organizations because they do not require information related to direct fuel consumption.

The Majority of Agility's Carbon Footprint is Out-sourced

Agility works closely with a number of air and ocean carriers, and trucking companies, in order to execute its customers' requirements. With the exception of assets in certain emerging markets, Agility does not usually own and operate transportation assets, but rather acts as the supply chain manager, working with a number of subcontractors to execute a shipment. Not surprisingly, most of Agility's overall carbon footprint is outsourced, meaning that it is generated by shipments on airplanes, ships, trains or trucks that Agility does not own or operate. Of the 2,765,141 tons of carbon emissions produced by Agility in total in 2014, Agility only has direct control of 241,266 tons, or about 10%.



Most of our freight originates in emerging market locations where environmental regulation can be lax, but which frequently bear the consequences of inadequate environmental management. It is important for any transportation company to develop tools to try to measure the impact of outsourced services in these and any other market.



There are two important implications to this analysis. First, working with customers to help them understand their purchasing decisions is critical. Customers make the decision to move a shipment by mode and route, which in turn directly affects the environmental impact. That's why Agility has invested in free carbon reporting for customers as well as transport-mode comparison tools. Second, developing a subcontractor management system that accounts for environmental criteria will be important for Agility in the long-term.

With 500 branch offices in approximately 100 countries throughout the world, measuring our internal carbon footprint continues to be a major challenge. However, we continue to make progress, adding more operations to our analysis during each reporting cycle.



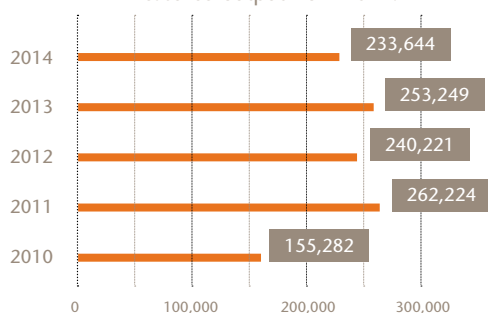
In 2014, Agility surveyed its top 12 strategic air carriers, which handle over 80% of its total freight volumes to determine what each carrier is doing to enable more sustainable supply chains. This will allow us to better understand and report carrier sustainability performance to our customers.

Direct Emissions Analysis

Our direct emissions dropped from 2013 to 2014. We attribute this small change to decreased trade volumes in Europe and China, and to the success of an operational footprint rationalization which was completed in 2014 as part of a company restructuring. Overall, we find that our estimated CO₂ emissions from our own operations have remained relatively constant over the last four years, with variations ranging from 5-10%.

Estimated Tons CO₂ Emissions from Agility's Own Operations (2010-2014)

Agility's direct carbon footprint has been reduced by 11% in 2014 when compared to its highest measured output from 2011.



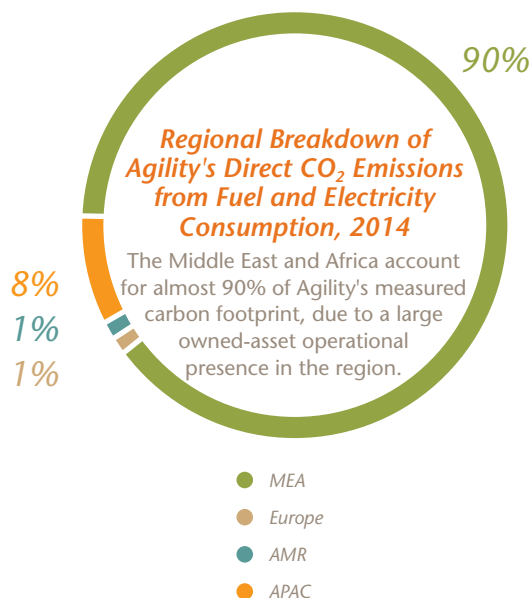
Overall, we find that our estimated CO₂ emissions from our own operations have remained relatively constant over the last four years, with variations ranging from 5-10%. Our direct emissions are down by approximately 10% when compared to 2011, the year with most reliable and equal estimations.

Electricity Consumption in the Middle East Continues to Be Major Driver of Direct Emissions

Another key finding remains that our operations in the Middle East generally, and Kuwait, Abu Dhabi and Dubai, in particular, are the largest CO₂ emitters for Agility. This reflects the fact that the company has a number of large scale operations and warehouses in this part of the world. Raising awareness and reducing environmental impact in this operating region remains a challenging and complex priority for the company.



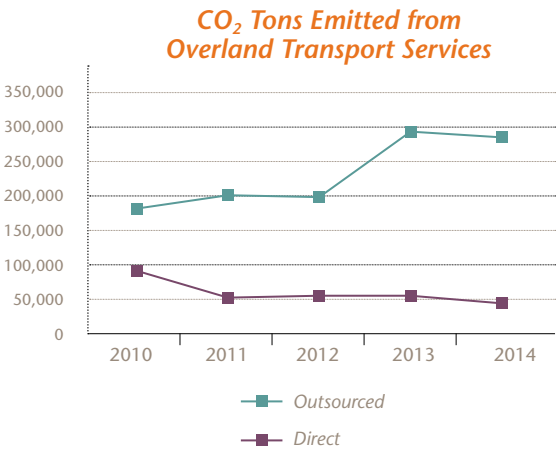
The Arabian Gulf region is unique in that local environment is extremely hot in the summer, and electricity requirement for cooling are immense. We continue to advocate for the use of more renewable energy, and we see great opportunities in this space.



We strongly believe that renewable energy represents the future of electricity in the Middle East, and we are taking aggressive steps to speed up the commercialization of solar energy in the region. We are a major stakeholder in TVP Solar, and we have a business and team members dedicated to the commercialization of TVP Solar thermal energy solutions throughout the Middle East market.

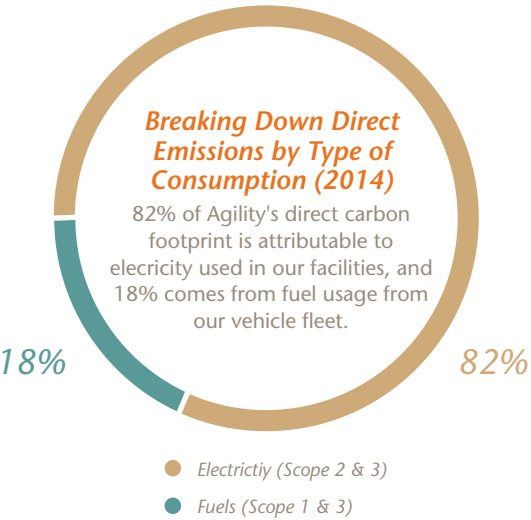
Transportation Emissions

In most of the world, Agility relies on subcontracted transport for overland transport and distribution. There are some exceptions to this, including Thailand and Pakistan for example. Where we have such fleets, we try to improve driver behavior to reduce environmental impact. Where possible, we use trucks that have reduced environmental impact. Generally speaking we continue to outsource more and more of our transportation services, and a five-year trend can be seen in the amount of CO₂e emissions attributed to Agility owned versus outsourced trucking assets.



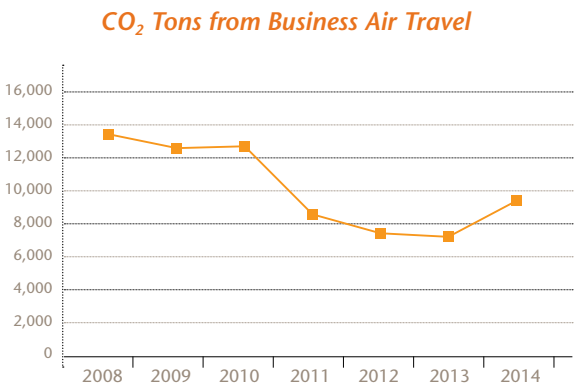
Electricity Emissions Drive our Direct Impact

The bulk of our CO₂ emissions continues to come from electricity use in offices and warehouses, not from vehicle fleets. This trend has continued for the last five years of measurement, and it is not surprising given the company's approach to asset ownership.



Emissions from Business Travel Have Dropped by 55% in Last Six Years

Although business travel accounts for less than 1% of Agility's overall outsourced and direct carbon footprint, managing business travel for cost and environmental reasons is important to the company. Agility has set clear goals for reduction of business travel for internal meetings and encourages managers and other employees to rely on alternatives such as video conferencing and collaboration technologies. While our travel related CO₂ emissions increased from 2013 to 2014, 2014 emissions are equal to only 70% of the emissions generated in 2008.



In 2014 & 2015 Agility was globally recognized as an Inbound Logistics Green Supply Chain Partner. This global industry recognition showcases companies that demonstrate green best practices in their supply chain, logistics, and transportation operations. Inbound Logistics editors examine corporate sustainability initiatives, collaborative customer-driven projects, and participation in public-private partnerships, and then choose companies to be listed based on four benchmarks: Measurable green results, sustainability innovation, continuous improvement, and industry recognition. We are proud of this achievement.

Driving Environmental Action in Partnership with Customers

Working in partnership with customers to find more effective and efficient ways of managing supply chains is critical for Agility. Below are some examples.

Free Carbon Reporting for Customer Shipments

Agility has improved its freight management system to allow for carbon emissions tracking data. All customers have the opportunity to request and receive free reports about emissions associated with their shipments. Agility currently provides this service to a number of the world's largest multinational corporations.

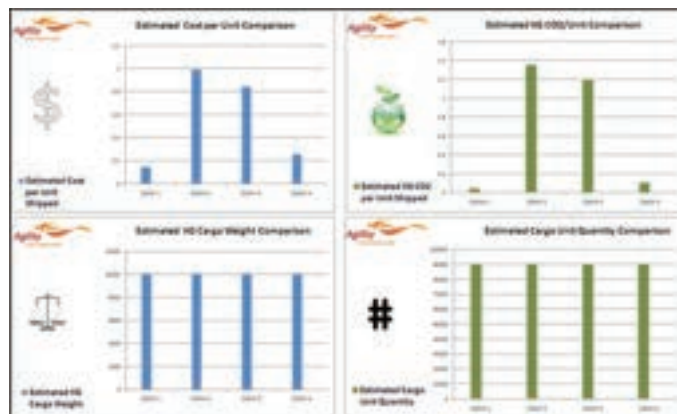
Agility Mobile App Includes CO₂ Calculator

Agility's mobile application for Windows, Android, and iPhones has a free carbon calculator included, so that customers can get a snapshot of their shipments' environmental impact while on the go.



Green Freight Products & Services

Agility has developed "green" freight forwarding products as well as supply chain design and management tools to enable our customers to reduce their environmental impact without affecting service quality and reliability. We engage with our customers to directly analyze supply chain operations, and then estimate CO₂ impact alongside schedule and cost factors. We can then offer different freight solutions to help customers reduce their supply chain costs and environmental impact. With this kind of dialogue, we work together with our customers to help them better understand supply chain environmental impact, and take steps together to improve cost and operational efficiencies.



Competitive rates. Customizable Service.

Ocean Products

Full Container Load (FCL)

Premium Service

Fast transit times, space and equipment guaranteed, customized scheduling (e.g. multiple sailings, high-frequency sailings), schedule integrity, and premium FCL benefits.

Standard Service

Standard value transportation, regular frequency, FCL operations.

"Green" Service

Low carbon footprint transportation, slow steaming and larger vessels, with ability to provide carbon footprint measurements.

Less than Container Load (LCL)

Fast transit times, customized scheduling.

Breakbulk

Specialized services for open-ended.

Value Added Services

- Customs clearance
- Insurance
- Warehousing
- Palletizing
- Packing/repacking
- Short-term storage
- Merge-in-transit
- Buyers consolidation
- Order management
- Origin cargo management
- Load factor optimization
- Document collection
- Cross-Docking
- Distribution

"Green" Service

Low carbon footprint transportation, slow steaming and larger vessels with ability to provide carbon footprint measurements.

Reducing Annual Emissions by 9 Percent for a Leading Global Telecommunication Company

Agility partnered with a global telecommunications provider on creating a “Goods in Transit Center” (GIT-C) that reduces air cargo weight, transport costs, and carbon emissions on shipments originating in mainland China, Hong Kong, and India.

Agility packs consumer electronics cargo more densely on air pallets to reduce volumes and improve the efficiency in the use of aircraft. This reduces packaging weight, the number of pallets used, and “dead space” on planes.

In order to make it happen, Agility modified its information management systems to get detailed understanding of each consignment’s freight characteristics and requirements. We set up dedicated

Emissions were reduced by about 9% a year, on over 1 million kg of air freight through consolidation of goods in transit

teams and facilities to manage the consolidation operations.

GIT-C saves 9% or more on cargo weight and CO₂ emissions for over one million kilograms of air freight per year. That translates to a big boost to the customer’s bottom line and our joint environmental initiatives. Transit times remained the same, and there was no disruption to manufacturing processes.

CO₂ Impact Reducing Logistics Solutions

Agility’s Integrated Supply Chain Solutions (ISCS) provides our customers with the best quality logistics services that focus on cost and schedule efficiency. At the same time, we engineer customer solutions that can substantially reduce environmental impact.

To achieve cost and schedule efficiencies, the Agility ISCS team relies upon cooperative and deep relationships with our customers and suppliers, as well as sophisticated IT and supply chain expertise. In designing more efficient and lower impact supply chains, our ISCS team starts with an in-depth analysis of all aspects of the customer’s supply chain, including understanding product type, procurement and production process, inventory management, vendor locations, points of origin and delivery, IT system requirements, along with additional factors such as lead time and logistics costs which must be considered for optimizing the customer’s supply chain.

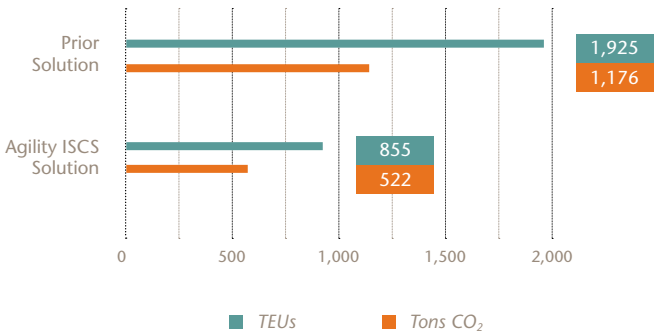
Once the analysis is completed, the ISCS team takes the information and works on developing a solution and model that will reduce cost and improve efficiencies by best managing information, processes, assets, suppliers and anything else that will drive efficiencies and reduce impact. Frequently this involves establishing centralized Container Freight Stations (CFS) in the supply chain solution design. A CFS is used to consolidate cargo in shipping containers to reduce the amount of unused space in any container transported, while still maintaining shipment integrity, visibility, service quality and schedule fidelity.

In one example, our ISCS team was able to design a solution for a retail customer with substantial cost and impact results. Based on our team’s analysis,

Agility was able to design a CFS based solution that reduced the number of required twenty foot containers (TEUs) from 1,925 to 855 over a three month period. This reduction means that through customer dialogue and supply chain expertise, Agility was able to reduce the number of customer TEUs shipped by 356 per month.

This also means that Agility was able to design a solution that would substantially reduce customer CO₂ equivalent (CO₂e) emissions. Using industry average CO₂ emissions factors from Business for Social Responsibility’s Clean Cargo Working Group (50.9 grams of CO₂/TEU KM,) and assuming that this customer’s shipping containers would travel from China to the US West Coast (approximately 12,000 KM) we found that each container would account for approximately 610 KG of CO₂ emissions per voyage. By reducing the number of containers shipped by 1070 containers over a three month period, the Agility ISCS solution resulted in a 56% reduction in CO₂ emissions, or about 652 tons of CO₂. It also results in substantial cost savings - and no reduction in quality of service.

Agility ISCS Estimated CO₂ Emissions Reductions

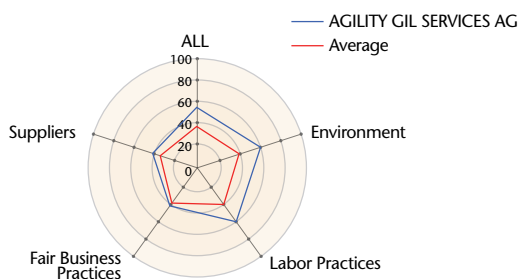


Improving Supply Chain Management

In 2014 & 2015, Agility received a silver rating from Ecovadis, an independent CSR evaluation organization. The Ecovadis evaluation is based on an in-depth CSR analysis system covering 21 criteria across four themes of Environment, Fair labor practices, ethics/fair business practices, and supply chain. The Ecovadis methodology is built on international CSR standards including the Global Reporting Initiative, the United Nations Global Compact, and the ISO26000, covering 150 spend categories and 140 countries.

Our Ecovadis rating has helped us in better managing our suppliers with a Supplier Management Program that was piloted in 2014 and is being globally rolled out in 2015. The program covers all suppliers, including logistics and non-logistics vendors, and it addresses sustainability issues with a comprehensive survey covering ethics & integrity, health & safety, security, quality & certifications, environment and fair labor. In operating locations where the survey has been rolled out, prospective suppliers must complete the survey before they can perform work with Agility. Further, the surveys are used to assess vendor qualification, and they are designed to help us ensure that we are using only ethical, sustainable and capable suppliers in our operations, including criteria related to environmental performance and human rights & labor.

In addition to our Supplier Management Program, we have undertaken an air carrier Ecovadis survey of our own. Using the Ecovadis platform, we have surveyed our top 12 carriers to help us understand what our top 12 air carriers are doing to improve sustainability



and to help reduce impact in their operations. We will use the results of the Ecovadis survey to assist us in working with our nearly 60,000 customers to help them better understand the impact of logistics operations.

Environment

- Energy consumption
- Water
- Biodiversity
- Local pollution
- Materials, chemicals & waste
- Air emissions
- Green house gases
- Product use/ End of life
- Customer health & Safety



Social

- Health & safety
- Working conditions
- Labour relations
- Career management
- Child & forced labor
- Freedom of association
- Non discrimination
- Fundamental human rights

Ethics

- Corruption & bribery
- Anti-competitive practices
- Fair marketing

Supply Chain

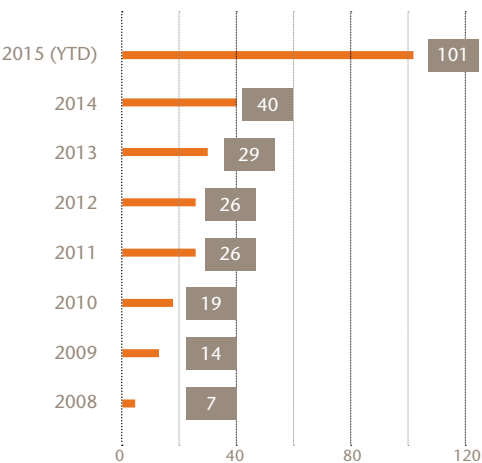
- Environment
- Labor practices & Human rights

Question		Yes		No		Comment	
20	Has the company ever been prosecuted for not complying with respect to environmental legislation, regulations, laws, permits, etc.?						
21	Does the company have an Environmental Management Policy?						
22	Does the company have an Environmental Management Program, including initiatives, practices and performance measurement?						
23	Does the company have a policy on environmental protection?						
24	What are the company's Green House Gas (GHG) emissions (per ton)?						
25	Does the company have a policy and program to prevent child labor?						
26	What is the minimum age for any employee in the company?						
27	Does the company have a policy and program to prevent workplace harassment?						
28	Does the company have a policy and program to prevent workplace discrimination?						
29	Does the company have a policy and program to prevent forced or bonded labor?						
30	Does the company have a policy and program that allows employees to complain against the company?						
31	Does the company have a policy and program to protect employees who report complaints against the company?						
32	Does the company have a policy and program in place to protect confidential employee data?						
33	Does the company have a policy and program to ensure that employees do not work legally allowable work hours in all locations in which the company operates?						

Raising Awareness & Community Environmental Projects

Raising awareness about the environment is important for our company. Since 2006, we have completed a total of approximately 1,370 community projects. As of June 2015, more than 250 of those projects are related to employee engagement on environmental issues. These projects include everything from tree plantings, park clean-ups, educating children about the environment, raising internal awareness, offering green solutions to our customers and a host of other projects. Our employees have volunteered to participate in these projects on more than 7,500 occasions.

Employee Volunteer Environment Projects



Sponsoring a South Pole Trek to Raise Awareness about Global Climate Change

In December 2013, Agility sponsored Parker Liautaud and his 640 KM trek from the coast of Antarctica to the South Pole and his attempt to set a new world record for a “Coast to Pole” speed record.” During the expedition, Parker and his team conducted invaluable scientific research aimed at exploring the impact of climate change. Along the route, Parker deployed an innovative, lightweight weather station, the ColdFacts-3000BX, to measure and transmit climate data back to researchers at Yale. The expedition team stopped regularly to collect snow samples that were used for scientific analysis. In the 24 hour daylight of Antarctica, they experienced temperatures that plunged to -40 degrees centigrade in one of the most hostile environments on earth.



Why did Agility support Parker on this expedition? Because he is young, bold, entrepreneurial, and committed to making a difference. Because his journey took him to some of the world’s most challenging environments. And importantly, because his research is helping us all to understand a changing world. In many ways, this expedition speaks to the best of our company culture, vision, and values.



Driving Sustainability in Agility's Operations

Agility knows that environmental action has to start at home. Below are some examples of how we are driving sustainability in our own operations.

Improving Environmental Performance in Fairs & Events Logistics

Fairs and events present unique challenges and opportunities for our business and our customers, including in managing environmental impact. Improperly managed events can take a heavy toll on our resources, society and the environment. They can generate significant waste, put a strain on local resources like water or energy, or even ignite tensions in local communities.

To better serve our customers, our UK and Singapore Fairs & Events teams are pursuing ISO 20121 Sustainable Events certification. When these certificates are completed, more than 75 employees will be working in a sustainable fairs and events operation, and reducing our impact on the environment as we serve the needs of thousands of people who attend events each year that have logistics services provided by Agility.

Setting Global QHSE Standards

Agility's QHSE policy commits Agility to "delivering high standards of service to our customers; maintaining environmentally-friendly operations, protecting the health, safety, security and assets of all of our stakeholders, fostering a culture of continuous improvement and innovation, and practicing good corporate citizenship in the communities in which we operate." This will be done through compliance; pollution, incident, and security breach prevention; training; communication, and continuous improvement.



Why is Agility Fairs & Events working toward ISO 20121

Certification? An example of the importance of this certification is the 2015 Shell Eco-Marathon, an annual competition sponsored by Shell in which participants build special vehicles to achieve the highest possible fuel efficiency. The Shell Eco-marathon challenges student teams from around the world to design, build and test ultra-energy-efficient vehicles. Since 2014, the event has been held in Manila, Philippines, which will continue to host the event until 2016. Imagination UK appointed Agility Fairs & Events as the Official Logistics Provider for SEMA 2015.

The Agility Fairs & Events logistics teams from Singapore & the United Kingdom worked closely together to ensure that this important event was successful. The team managed over 60 containers of sensitive, environmentally cutting edge vehicles and other equipment. Without knowing the importance of the event, and the environmental issues around it, we cannot provide the level of service required by our customer.

We are proud to have participated in this event, and to have had an opportunity to learn more about the environment and the future of transportation that this event provided us. We believe that further development of our Fairs & Events management programs in the areas of sustainability and environment will improve our service performance, and our impact on the local communities in which we operate. This is good for our customers, our communities and our team members.



QUALITY



HEALTH



SAFETY



ENVIRONMENT

Working Towards Global ISO 14001 Compliance

The company's goal is for all major operations to be compliant with ISO 9000, 14001, 18000 and 20121 standards in coming years.

Currently, all sites in Kuwait, as well as major operations in Abu Dhabi, Qatar, Australia, New Zealand, China (Shanghai Logistics Hub), Indonesia, Malaysia, Singapore, Vietnam, India, Pakistan, Denmark, Italy, Germany, Finland, Norway, Sweden and Turkey have achieved ISO 14001 certification.



48% of our employees work in an ISO 14001 certified site, most in emerging markets in the Middle East and Asia.



Paperless Business in Canada, India & Thailand

Logistics and supply chain operations are well known for their complexities, and their administrative burdens. Some sources estimate that each international logistics transactions can require more than 200 individual documents! Our operations in Canada, India and Thailand have each developed unique systems to allow for electronic billing and customer documentation. Since 2013, all customers of our Canada team can receive their bills electronically, resulting in the elimination of tens of thousands of pieces of paper each year. Our India and Thailand operations have a paperless work environment where customers can receive all their documentation on CD, thumbdrive or via email for any transaction. Together these two countries are reducing hundreds of thousands of individual pieces of paper each year. The company is rolling out a new global operating system over the next three years that aims to automate a number of manual processes and reduce the amount of physical documentation required to do business.

Renewable Energy & Electric Vehicles in Canada, Spain and Germany

As a global provider, Agility is still in the beginning stages of using renewable energy and electric vehicles in our operations. Nevertheless, over the last three years we have made progress in this space.

Our office in Vancouver, Canada uses only renewable energy supplied by Bullfrog Power. This company produces or procures 100% renewable energy and sells it on the Canada grid. Companies that subscribe to this service have extremely low impact to the environment due to the use of the cleanest energy available. Agility Vancouver is listed on the Bullfrog Power Green Index.

Additionally, our offices in Valencia and Barcelona are located in logistics parks that provide renewable solar powered energy. Our offices in Dusseldorf and Stuttgart have solar panels installed on their roofs which directly feed our operations with 100% renewable energy.

In 2014 Agility Germany procured seven electric cars which are used as our pool vehicles for intra-city courier and administrative work. The operating range of our pool vehicles (courier trips to customs offices, ports, customers, etc.) is ideally suited for

electro-mobility. The cars rarely travel more than 20-50 km a day – and then essentially within the city boundaries. This limited movement radius effectively excludes the possibility of running out of “power”. They are deployed to our Hamburg, Düsseldorf, Frankfurt, Munich, Stuttgart and Genshagen offices.

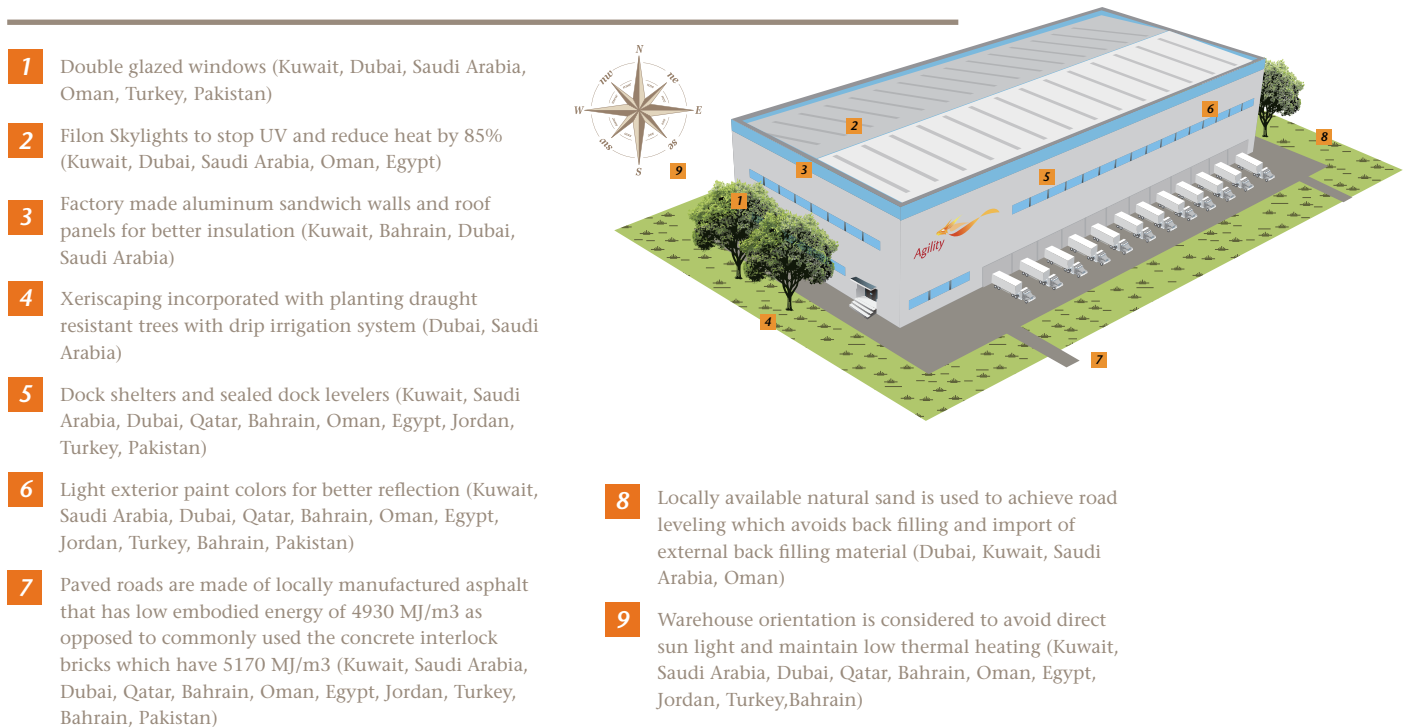


Our electric vehicles are Agility's first look at integrating this technology into our business, and so far the results have been positive. They have proven to be reliable, low cost vehicles that reduce CO₂ impact. Additionally, they raise awareness about the effectiveness of this technology, and they communicate to our customers and other stakeholders that Agility is concerned with environmental impact.



Building Sustainability Principles into Major Warehousing Facilities

Electricity use in our warehousing facilities accounts for the majority of our direct carbon footprint. Throughout the Middle East, where some of our largest facilities are located, we have incorporated sustainability features into warehousing design and management. The diagram below shows some of the features we track, and the operations where they are in use.



Additional features include:

- The use of locally available materials such as cement, concrete, interlocks, ceramics, HV cables, steel structures, etc., reduces transport emissions. (Kuwait, Saudi Arabia, Dubai, Qatar, Bahrain, Oman, Egypt, Jordan, Turkey, Bahrain, Pakistan)
- Wind driven heat extraction fans in the ambient 30,000sqm portion of the warehouse, provides Oman, Egypt, Jordan, Turkey, Bahrain, Pakistan) natural flow of air into the building and reducing electrical consumption. (Dubai)
- Water overflow warning alarms. (Kuwait, Saudi Arabia, Dubai, Qatar, Bahrain, Oman, Egypt, Jordan, Turkey)
- Water from ACs collected through a network of drain lines into a collection tank, water is reused in water cooled chillers. (Dubai, Saudi Arabia, Bahrain, Qatar, Jordan, Turkey, Pakistan)
- Water cooled chillers used instead of air cooled chillers, reduce electricity consumption (Dubai, Saudi Arabia, Bahrain, Qatar, Jordan, Turkey)
- Water recycling plant with 10m³/day capacity, treats water from chillers and is reused in the water cooled chillers. (Dubai, Kuwait)
- Building management systems are installed to monitor high AC levels and filter blockage levels in warehouses to avoid filter blocks and increase energy efficiency. (Dubai, Kuwait, Saudi Arabia)

Agility Real Estate is the primary Agility organization responsible for industrial real estate development, including facilities design, construction and operation. Real Estate is an integral part of the Agility organization's growth strategy. The Real Estate team owns, builds and operates a large number of Agility warehouse and logistics facilities in the Middle East and Africa operating areas.

To ensure that sustainability is built into the core of Real Estate's development activities, especially in emerging market and Africa locations, in 2015 the Real Estate team adopted a comprehensive policy that governs their approach to any building design, development and operations program. The policy addresses compliance

with local laws, sustainability in design, procurement, construction and operation, building a green culture in the Real Estate business, and being open and transparent about how they will communicate about sustainability.

This foundational policy will help the Real Estate team ensure that sustainability will be "built in" to all of the facilities that are being constructed as part of Agility's aggressive growth strategy.

Better Managing our Vehicle Fleets

Agility owns a fleet of approximately 1,000 vehicles, mostly in Asia, and subcontracts road transport in most other operating regions. To better manage our direct CO₂ impact, we:

- Train drivers to reduce idling time and monitor fuel consumption.
- Convert our fleets to CNG where it makes good business sense.
- Ensure our trucks meet local emissions standards.
- In some countries, we give preference to subcontracted road partners who have proven environmental management systems. In 2015, we are globalizing this practice.

“Think Green, Act Green” Awareness Campaign

Agility continues to run an internal awareness campaign to raise the importance of the environment and improved performance within our own operations. The campaign focuses on helping employees understand how to reduce resource consumption, reuse resources, and recycle unusable waste.

The “Think Green, Act Green” campaign uses policies, work instructions, posters, podcasts, newsletters, and a green pledge to encourage employees to follow environmental principles.



Case Study of Environmental Action in Emerging Markets: Fleet & Subcontractor Management in Indonesia, Pakistan and Thailand

Agility is distinguished by its commitment to environmental action in emerging markets, which may not have the same infrastructure and regulatory framework as more developed markets in Europe and the United States.

For example, Agility Pakistan runs a voluntary vehicle inspection and emissions program to ensure that 100% of its 200+ fleet is in compliance with local environment law. Agility uses higher-grade engine lubricants to extend the lubricant life cycle and equipment lifespan; inspects vehicles for road safety and operability before any transportation operation; conducts monthly safety tests; ensures that all vehicles pass NOX testing every six months; and uses route optimization procedures. In 2013, Agility Pakistan implemented a tire retreading program to reduce waste.

In Thailand, almost 70% of Agility's fleet is now running on compressed natural gas (CNG) rather than diesel. Drivers are trained in safe and efficient vehicle operation on a monthly, quarterly and annual basis. Training covers topics like idling reduction, fuel saving, braking, and not speeding. All vehicles use retread tires and are maintained in accordance with local regulations. As a matter of policy, Agility also integrates environmental impact into its vehicle procurement program for its own fleet and its subcontractors.

In Indonesia, all subcontracted transportation vendors must have their vehicles pass rigorous emissions testing to ensure that they are not emitting pollutants in excess of local laws.

Eco-Volunteerism to Engage Employees

For the past six years, Agility has marked Earth Day (on April 22nd) with activities in different offices across our network. Agility-organized beach clean ups, tree planting, carpooling, school visits, household recycling and other projects are all geared towards raising awareness about the environment, internally and externally.

From 2007-2015, more than 7,500 employees have participated in Earth Day activities in more than 30 countries.



Multi-Stakeholder Dialogue on the Environment

Today's environmental challenges are too great for Agility to address alone. We recognize the importance of participating in global dialogue to stimulate broader action and get ideas on the way forward for our industry and our company. The World Economic Forum is a key channel for engaging in the global community's debate on sustainable business operations.

Some of our specific engagements in dialogue through the World Economic Forum include:



- **WEF Supply Chain Decarbonization Research:** Agility participated in development of the report "Supply Chain Decarbonization: The role of Logistics and Transport in Reducing Supply Chain Carbon Emissions". The report highlights and prioritizes the leading opportunities for the logistics and transport sector to lower CO₂ emissions.



Engagement in the global dialogue about the environment is an important part of our overall environment strategy. We participate in the World Economic Forum, and we are members of Business for Social Responsibility's Clean Cargo Working Group. We also engage with local groups in local events about the environment and social responsibility, such as the Hong Kong Civic Exchange Workshop, the Pearl Initiative in Dubai, Ethical Corp, and a host of other environmental and corporate social responsibility advocacy groups around the world.

- **WEF Consignment Level Reporting working group:** Agility has worked with industry partners to study the impact of emissions from shipping consignments and decide how they should be accounted for in measuring CO₂ and other environmental impact. These recommendations can be read [here](#).
- **WEF Sustainable Consumption:** Agility engages with this consumer product working group to provide logistics industry input and better understand how consumer interests and behavior will affect the industry in the future
- We are also members of Business for Social Responsibility, and we collaborate with BSR in its Clean Cargo Working Group, in which ocean carriers that transport 85% of the world's

ocean freight work together with logistics companies like Agility and our shippers to develop industry-driven solutions to large scale environmental problems. In this working group, we participate in dialogue to help create practical tools for measuring, evaluating, and reporting the environmental impacts of global goods transportation. We also receive access to tools and resources that ocean freight carriers use to track and benchmark their performance, and which the carriers can use to easily report impact information to Agility or its customers in a standard format. Importantly, membership to this group allows us and our customers to review and compare carriers' environmental performance when reporting, and to help us make more informed ocean transportation service buying decisions.



Awards and Recognition

Agility has been recognized for its sustainability performance.

- Gold award, Health, Safety & Environment Excellence (2015) - American Society of Safety Engineers, Gulf Cooperation Council
- Asia Best CSR Practices Award (2015) - CMO Asia
- G75 Green Supply Chain Partner (2014, 2015) - Inbound Logistics



- Best Sustainability Solutions (2014) - Asian Manufacturing Awards (2014)
- Driving Sustainability Award (2013) - Nokia
- Best Sustainability Solution (2012) - Asian Manufacturing Awards

- "Green Supply Chain Award" (2012) - Supply and Demand Chain Executive Magazine
- "CSR Leadership Award" (2012) - Asian Leadership Award
- "CSR National Excellence Award" (2011) - CSR Association of Pakistan
- "Best Corporate Social Responsibility Award" (2011) - Asian Leadership Award
- "Green and Corporate Social Responsibility Award" (2011) - Vietnam Supply Chain Community
- "Best Corporate Social Responsibility Practice Award" (2011) - Asia's Best CSR Practices Award
- "Best Green Service Provider Award" (2010 & 2011) - Asian Freight and Supply Chain Awards
- Climate Certification for Agility Sweden (2011 & 2012) - Green Cargo

Our CSR Initiatives

In this report for the first time, we offer a glimpse into the specific local initiatives that impact local economies, communities, and the environment. This country-by-country look at 17 of our largest operations highlights the point that responsible business in global companies is both driven top-down, but also bottom up. Local nuance plays a critical role in how Agility manages its business and its CSR strategy.



Australia

Business-Focused Initiatives

- **Founding member of Business for Millennium Development:** We work with other businesses to help achieve development goals in the region, with a focus on Papua New Guinea.
- **Indigenous employment:** Policy and program to help employ indigenous persons in geographies where this is an issue of social concern. During the height of one of our largest logistics projects in Western Australia in 2013, indigenous workers comprised 13% of the total workforce assigned to the Agility project, which included 270 Agility and 500 Agility subcontractor staff.
- **Women in Leadership Program:** Six women executives mentoring other female employees to help improve gender balance in leadership.
- **Employee Affairs Program:** Uses a contracted third party to help resolve any employee issues.
- **CSR strategy:** A management board-level CSR committee of senior executives steers the CSR program, including quarterly reports to the board on CSR progress.

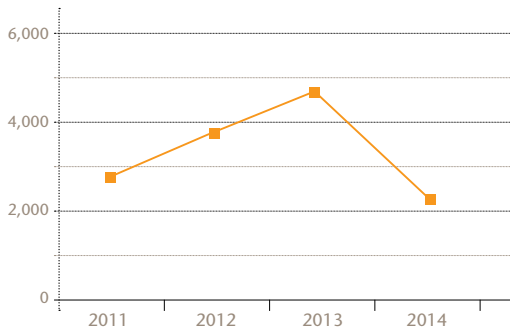
Environmental Initiatives

- **Carbon-neutral operation in New Zealand:** We were the first forwarder to offer zero CO₂ impact logistics services.
- **Energy conservation** through LED lighting, motion sensors and timers in Australia warehouses.

Social Initiatives

- **Volunteerism:** The Australia team has completed over 100 volunteer projects since 2006.
- **Disaster response:** Australia employees have supported disaster response donations in 10 emergencies.
- **Long-term partnership:** More than \$150,000 USD donated to the Fred Hollows Foundation over a six year period, enough resources for 6000 people to have their vision restored by the Fred Hollows Foundation.

Australia CO₂ Emissions (Tons)



Agility Australia at a Glance

Employees: 580

Major Office Locations:

Adelaide, Brisbane, Hobart, Launceston, Melbourne, Perth, Sydney

Airports Served:

Melbourne, Sydney, Brisbane, Adelaide, Perth, Launceston

Ports Served:

Adelaide, Brisbane, Fremantle, Hobart, Launceston, Melbourne, Perth, Sydney

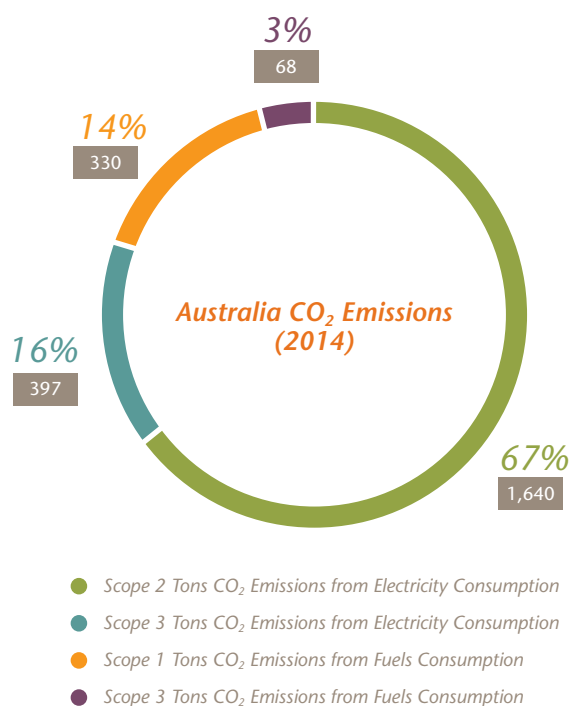
Warehouse Space: 47,000 sqm

Services:

Freight forwarding (air, ocean)
Warehousing & distribution
National distribution
Customs clearance
Project logistics
Fairs & events logistics

Certifications:

ISO 9001, ISO 14000/1, OHSAS/Health Safety - 18001, OHSAS/Health Safety - 4801, SQAS, Dangerous goods/hazmat license



Canada

Business-Focused Initiatives

- Employee wellness program: We use a third party vendor to help employees improve their health and well-being.
- Employee affairs program: We use a third party vendor that provides sensitivity training, counseling and other services if required.

Environmental Initiatives

- Renewable energy procurement: Our Vancouver office procures only renewable electricity.
- Recycling, re-use, E-billing and e-documentation programs: All locations reducing paper consumption and waste.
- ISO 14001 certification in two major offices.

Social Initiatives

- Volunteerism: Almost 7,000 people positively impacted by 1,200 volunteers in 76 community projects since 2006.
- Adopted social issues: Children’s advocacy, cancer, breast cancer, AIDS and other community health issues

Agility Canada at a Glance

Employees: 160
Major Office Locations: Vancouver, Calgary, Toronto, Montreal
Airports Served: YVR, YYC, YYZ, YUL
Ports Served: VAN, TOR, MTR, HAL
Warehouse Space: +200,000 sq. ft.
Services: Freight forwarding (air, ocean, road) Cross-border trucking Warehousing & distribution Customs clearance Project logistics Fairs & events logistics
Certifications: Partners in Protection (PIP) Certificate, Dangerous goods/hazmat license, ISO 9001:2008

China

Business-Focused Initiatives

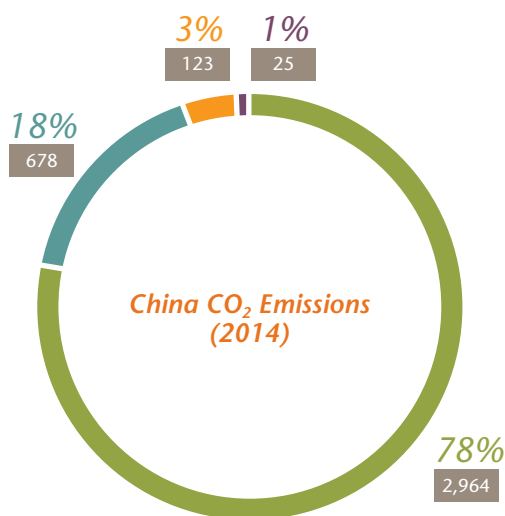
- **Local Ethics Program:** Addresses local issues including training in the local language to ensure the Agility Code of Business Ethics and Conduct is upheld.
- **Local Procurement Program:** All vendors transparently screened for locally relevant issues to safeguard against ethics violations.
- **Safety Program:** Awarded the 2015 Shanghai Enterprise Safety Innovation Model Award.
- **Customer engagement:** Customer survey project completed with donations made to humanitarian organization for every survey response received.

Environmental Initiatives

- **Environment projects:** 14 projects completed since 2006, most related to environmental cleanups and tree plantings.
- **ISO 14001:** Certification in largest Agility China logistics operation (Shanghai.)

Social Initiatives

- **Volunteerism:** Almost 7000 people positively impacted in 32 community projects led by 1200 volunteers since 2006.
- **Partnership:** Four projects in support of one orphanage since 2013.
- **Humanitarian support:** Three in-kind and employee cash donations projects completed since 2006 to support people recovering from local natural disasters.



- Scope 2 Tons CO₂ Emissions from Electricity Consumption
- Scope 3 Tons CO₂ Emissions from Electricity Consumption
- Scope 1 Tons CO₂ Emissions from Fuels Consumption
- Scope 3 Tons CO₂ Emissions from Fuels Consumption

Agility China at a Glance

Employees: 1050

Major Office Locations:

Beijing, Chengdu, Chongqing, Dalian, Guangzhou, Nanjing, Ningbo, Qingdao, Shanghai, Shenzhen, Suzhou, Tianjin, Wuhan, Xiamen, Zhuhai

Airports Served:

CAN, CGO, CKG, CTU, DLC, PEK, SHA, SZX, TAO, TSN, WUH, XMN

Ports Served:

CTU, CKG, CWN, DLC, FOC, HUA, NGB, NSA, NKG, SHA, SHK, TAO, TXG, XMN, WUH, YTN

Warehouse Space: 150,000 sq. ft.

Services:

Freight forwarding
(air, ocean, ocean/air)
Customs clearance
Project logistics
Chemical logistics
Fairs & events logistics
China domestic distribution
Contract logistics

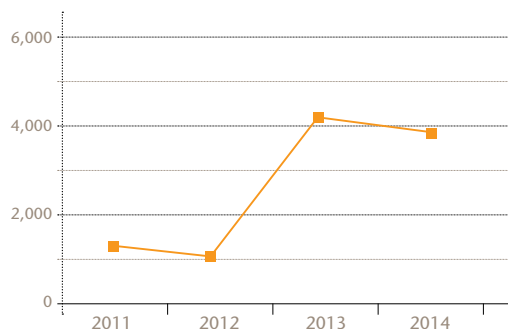
Certifications:

Class-A Agent, ISO 9001, TAPA certified,
Dangerous goods/hazmat license

Awards:

Agility Golden Chain Award 2010

China CO₂ Emissions (Tons)



Germany

Business-Focused Initiatives

- **Local supplier code of conduct:** Requires compliance from our subcontractors, including environmental provisions.
- **Partnership:** With Theodor Fliedner Foundation to provide employment for nine special needs persons, in the areas of packing and labelling of customer items.

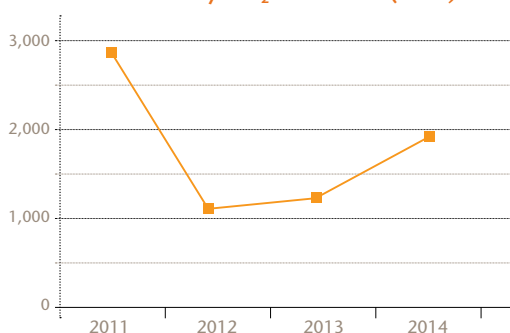
Environmental Initiatives

- **Renewable energy:** Solar panels on roofs of our warehouses in Duesseldorf and Stuttgart.
- **Electric vehicles:** Used to reduce CO₂ impact and to raise awareness about the technology and the environment.
- **Sustainable supply chains:** Survey local vendors to find out what they are doing to improve the environment.
- **Delegated environmental leader:** Works with local stakeholders to identify environmental issues and lead in improving our environmental performance.
- **Environment Program:** Nationwide ISO 14001 certification, recycling, waste and consumption reduction, and CO₂ reporting for customer shipments.
- **Energy conservation** through electric MHE, LED lighting, motion sensors and timers in warehouses.

Social Initiatives

- **Volunteerism:** 22,000 people positively impacted by actions of nearly 300 volunteers in 21 community projects since 2006.
- **Disaster response:** Four trained volunteers, including one who has deployed with Technisches Hilfswerk.
- **Humanitarian support:** Provided operations manuals and training for International Medical Corps
- **Adopted social issues:** Support of terminally ill children, tree plantings and CO₂ emissions reduction.
- **Partnership:** 30,000 EUR raised from employee, customer and matching donations for kids receiving treatment from Kinderhospiz Mitteldeutschland.

Germany CO₂ Emissions (Tons)



Agility Germany at a Glance

Employees: 705

Major Office Locations:

Dusseldorf, Frankfurt, Hamburg

Airports Served:

All major airports in Germany

Ports Served:

Hamburg, Bremen

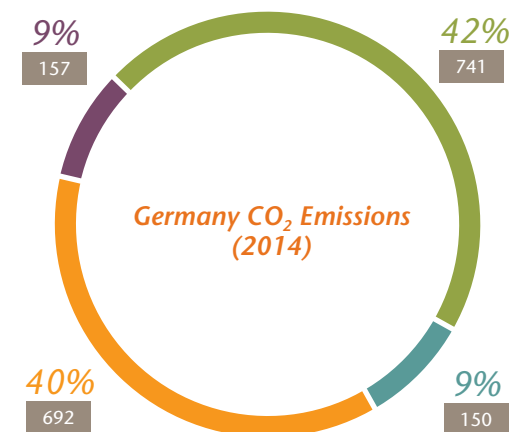
Warehouse Space: 50,000 sqm.

Services:

Freight forwarding
(air, ocean, road)
Warehousing & distribution
Cross-border trucking
Customs clearance
Project logistics
Chemical logistics
Fairs & events logistics

Certifications:

ISO 9001, ISO 14001, AEO-F, SQAS-TS-2011,
Dangerous goods/hazmat license



- Scope 2 Tons CO₂ Emissions from Electricity Consumption
- Scope 3 Tons CO₂ Emissions from Electricity Consumption
- Scope 1 Tons CO₂ Emissions from Fuels Consumption
- Scope 3 Tons CO₂ Emissions from Fuels Consumption

India

Business-Focused Initiatives

- **Local Ethics Program:** Focuses on procurements, cash management, customs, human rights, HSSE and quality, with a third party for investigations.
- **Health & Safety Program:** Focuses on communications, reporting, training and management engagement.
- **Fair Labor Program:** Rolled out across India in 2015 to protect both employees and contract workers.
- **Anti-sexual Harassment & Grievance Program:** Committee with HR, Ops, female members and external consultants. Resolves sexual harassment allegations and grievances through independent and transparent processes.
- **Nominated CSR Program Leader:** Reports to COO.
- **ISO 9001, ISO 14001 & OHSAS 18001** integrated management system certifications in five operations.

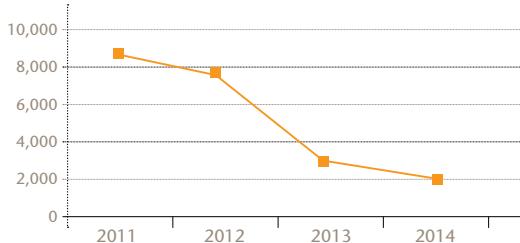
Environmental Initiatives

- **Environment Program:** Delegated team member leading projects or programs such as CO₂ reporting for customers, energy and fuel reduction, recycling and reuse programs, carbon foot-printing, organic waste management, e-waste management, reforestation, green buildings and IT initiatives to reduce waste.
- **Transportation emissions reduction:** Training and monitoring drivers for fuel efficiency in multiple locations.
- **Employee Ride Sharing Program:** In Hyderabad.
- **Employee volunteer environment projects:** Tree plantings in Mumbai and Kolkata, and beach cleanups in Chennai.

Social Initiatives

- **Volunteerism:** 1300 employees volunteering in 55 community projects since 2006.
- **Disaster response:** Deployed team members to assist the UN Global Logistics Cluster in its Nepal Earthquake response in 2015.
- **Long-term partnerships:** Eight year partnerships with three education institutions in Pune, Chennai and Hyderabad. 10,600 students positively impacted in these education partnerships, and more than 200,000 USD donated to these organizations since 2007.

India CO₂ Emissions (Tons)



Agility India at a Glance

Employees: 950

Major Office Locations:

Mumbai, Delhi, Chennai, Bangalore, Hyderabad, Pune, Ahmedabad, Baroda, Kolkata

Airports Served:

BOM, DEL, MAA, BLR, HYD, PNQ, AMD, CCU, CJB, COK, JPR

Ports Served:

Chennai, Cochin, Haldia, Kandla, Kolkata, Mundra, Nhava Sheva, Pipavav, Tuticorin, Vishakapatnam

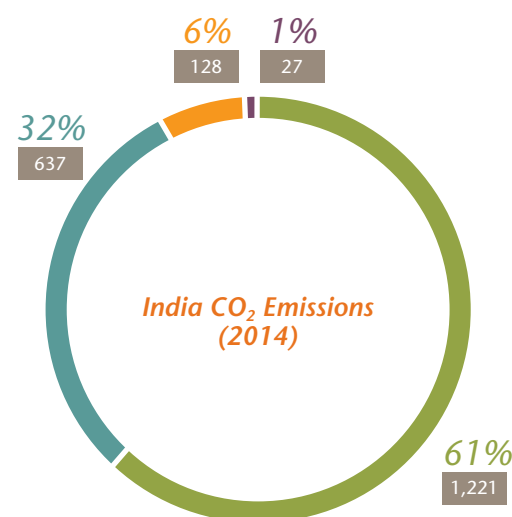
Warehouse Space: 200,000 sqm.

Services:

Freight forwarding (air, ocean)
Warehousing & distribution
Customs clearance
Project logistics
Chemical logistics
Pharma logistics

Certifications:

GDP certified Life Sciences Warehouse (Nhava Sheva), ISO 9001, ISO 14000/1, OHSAS/Health Safety - 18001



- Scope 2 Tons CO₂ Emissions from Electricity Consumption
- Scope 3 Tons CO₂ Emissions from Electricity Consumption
- Scope 1 Tons CO₂ Emissions from Fuels Consumption
- Scope 3 Tons CO₂ Emissions from Fuels Consumption

Indonesia

Business-Focused Initiatives

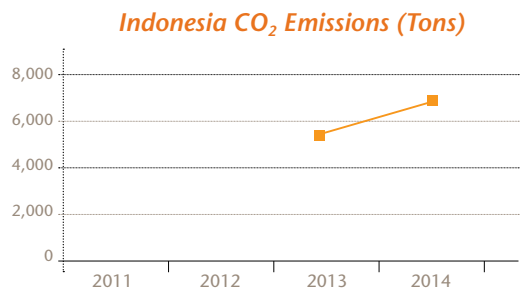
- **Ethics Program:** Includes Code of Conduct training for all employees in local language.
- **CSR Strategy:** CSR coordinator nominated to lead CSR across the country with direct report to CFO.

Environmental Initiatives

- **Delegated environmental leader:** Identifies issues and leads in improving environmental performance.
- **Sustainable supply chains:** Vendor assessments include vehicle emissions testing.
- **Packaging Reuse Program:** Tons of cartons eliminated from the supply chain and customer savings of nearly 300,000 USD over six years.
- **ISO 14001 certification** for entire country.
- **Resource Consumption Program:** Covers fuel, electricity, water and operations materials. All non-essential electricity turned off during lunch hours.

Social Initiatives

- **Volunteerism:** 13,000 people impacted by actions of more than 200 volunteers in 44 projects since 2006.
- **Disaster response:** Donations of assets and deployment of personnel to six natural disasters since 2006, with positive impact on more than 100,000 people.
- **Humanitarian support:** More than 10 local volunteers trained for deployment to support humanitarians after natural disasters.
- **Adopted social issues:** Priority given to children's education projects and humanitarian logistics.
- **Children's Education Program:** Six school construction/refurbishment projects, nine school supply drives and three educational engagement projects with different charity partners since 2006.
- **Long-term partnership:** Supported the World Food Programme on three different logistics capacity assessments to help prepare for natural disaster response.
- **Long-term partnership:** Supported the Salvation Army in the refurbishment, construction or support of more than six schools since 2009.



Agility Indonesia at a Glance

Employees: 1722

Major Office Locations:

Bandung, Denpasar (Bali), Balikpapan, Jakarta, Jogjakarta, Medan, Semarang, Solo, Surabaya

Airports Served:

CGK, SUB, DPS, MES, SOC

Ports Served:

Jakarta, Semarang, Surabaya, and Medan

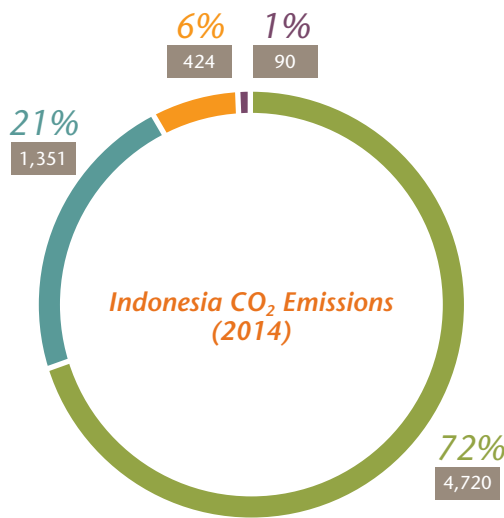
Warehouse Space: 45,000 sqm.

Services:

Freight forwarding
(air, ocean, road)
Warehousing & distribution
Cross-border trucking
Customs clearance
Project logistics
Fairs & events logistics

Certifications:

ISO 9001, ISO 14000/1, OHSAS/Health Safety - 18001



- Scope 2 Tons CO₂ Emissions from Electricity Consumption
- Scope 3 Tons CO₂ Emissions from Electricity Consumption
- Scope 1 Tons CO₂ Emissions from Fuels Consumption
- Scope 3 Tons CO₂ Emissions from Fuels Consumption

Kuwait

Business-Focused Initiatives

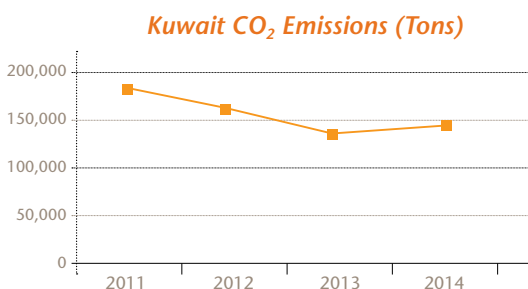
- **Fair Labor Program:** Protects employees against human trafficking, forced labor and other exploitive labor practices in this high-risk geography. More than 1300 employees and managers trained on policies, violation reporting and audit practices. HR tool kits in place to assist HR professionals avoid these issues.
- **Employee Affairs Program:** Full-time staff dedicated to managing employee affairs, including grievance management, accommodations for migrant workers, human rights & labor and all other similar human rights issues.
- **CSR Strategy:** CSR coordinator nominated to lead CSR throughout the country resulting in the second highest number of country projects all of Agility's operations.

Environmental Initiatives

- **Environmental Management Program:** More than 1300 people working in ISO 14001 certified facilities and operations.
- **Resource Consumption Program:** Covers fuel, electricity, water and operations materials.
- **Operations Recycling Program:** 5000 USD directed to employee welfare programs from the sale of recyclable materials since 2013.

Social Initiatives

- **Volunteerism:** Almost 20,000 people positively impacted by more than 5000 volunteers in 224 projects since 2006.
- **Disaster response:** 38 HELP projects managed around the world from the Kuwait headquarters office.
- **Humanitarian support:** Since 2007, five volunteers trained for deployment to support humanitarians after natural disasters.



Agility Kuwait at a Glance

Employees: 1300+

Major Office Locations:

Sulabiya

Airports Served:

Kuwait

Ports Served:

Shuwaikh Port, Shuaiba Port

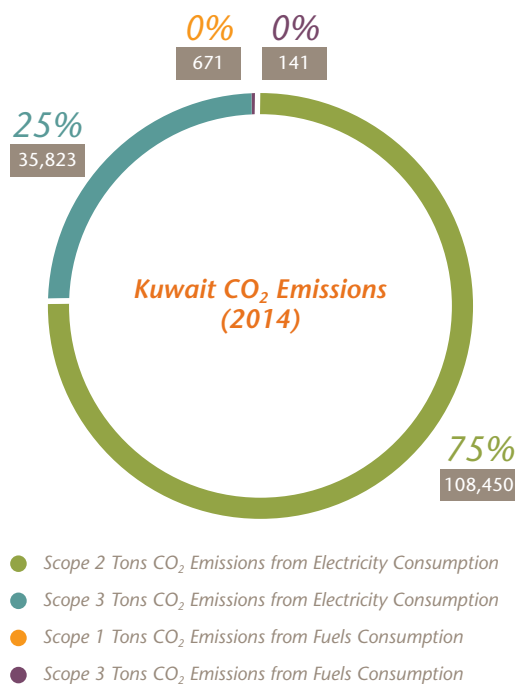
Warehouse Space: 78,740 sqm.

Services:

Freight forwarding
(air, ocean, road)
Warehousing & distribution
Cross-border trucking
Customs clearance
Project logistics
Chemical logistics
Fairs & events logistics

Certifications:

ISO 9001, ISO 14000/1, OHSAS/Health Safety - 18001



Philippines

Business-Focused Initiatives

- **Ethics Program:** Includes Code of Conduct training for all employees in local language with >90% employee participation.
- **CSR Strategy:** CSR coordinator nominated to lead CSR across the country with direct report to CEO.

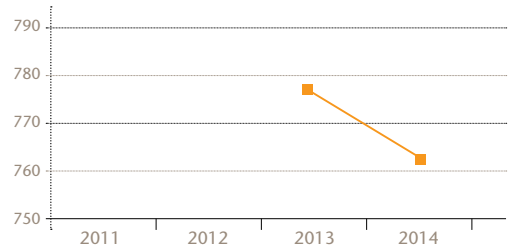
Environmental Initiatives

- **Delegated environmental leader:** Identifies issues and leads in improving environmental performance.
- **Packaging Reuse Program:** Tons of cartons eliminated from the supply chain and customer savings of more than 200,000 USD over six years.
- **ISO 14001 certification** for Manila operations.
- **40% of employees participating in six community environment projects** since 2009, including tree plantings, cleanups and team events.
- **Resource Consumption Program:** Covers fuel, electricity, water and operations materials. All non-essential electricity turned off during lunch hours.

Social Initiatives

- **Volunteerism:** Almost 20,000 people positively impacted by actions of more than 800 volunteers in 29 projects since 2006.
- **Disaster response:** 500,000 people positively impacted by donations of cash and assets, and deployments of personnel after 15 natural disasters since 2006.
- **Humanitarian support:** More than 10 local volunteers trained for deployment to support humanitarians after natural disasters.
- **Adopted social issues:** Priority given to children's education projects and humanitarian logistics.
- **Children's education support** resulting in five education projects impacting 1100 students since 2006.
- **Long-term partnership:** Four years of support to the NatGeo Fun Run for environmental issues.
- **Long-term partnership:** Support the Gawad Kalinga Community Development Foundation of Parang in providing houses to homeless families and medical care to people in need.

Philippines CO₂ Emissions (Tons)



Agility Philippines at a Glance

Employees: 177

Major Office Locations:

Cebu, Davao, Manila

Airports Served:

Cebu, Clark, Davao, Manila

Ports Served:

Manila North, Manila South, Cebu, Davao

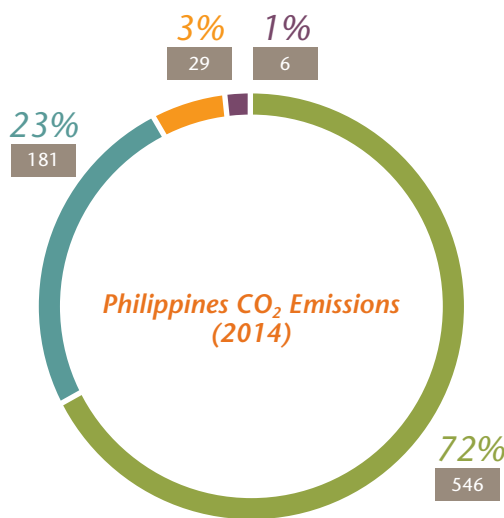
Warehouse Space: 21,600 sqm.

Services:

Freight forwarding
(air, ocean, road)
Warehousing & distribution
Cross-border trucking
Customs clearance
Project logistics
Chemical logistics
Fairs & events logistics

Certifications:

ISO 9001, Dangerous goods/ hazmat license



- Scope 2 Tons CO₂ Emissions from Electricity Consumption
- Scope 3 Tons CO₂ Emissions from Electricity Consumption
- Scope 1 Tons CO₂ Emissions from Fuels Consumption
- Scope 3 Tons CO₂ Emissions from Fuels Consumption

Singapore

Business-Focused Initiatives

- **Fair Labor Program:** Rolled out in 2015 to protect migrant and local employees against exploitive labor practices in this high-risk geography.
- **CSR Strategy:** CSR Coordinator nominated to lead CSR initiatives.
- **Vendor Management Program:** Each vendor is pre-screened and briefed on the local QEHS guidelines, including environmental issues.

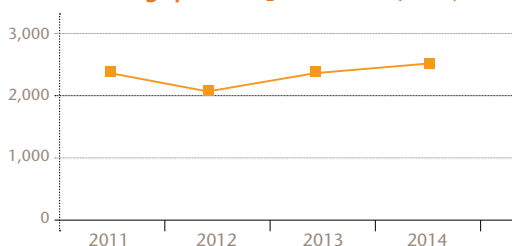
Environmental Initiatives

- **Environment Program:** Monitoring of electrical consumption, recycle & reuse of paper, wood & plastics. Energy and water reduction signs near electrical switches & water taps.
- **Electric MHE:** Reduces emissions in the warehouse and prevent fuel spillage.
- **Transportation Management Program:** Fuel consumption monitoring, distribution route reviews & planning. All local distribution trucks are EURO 5 emissions and noise compliant.
- **Reduced impact warehouses:** Natural ventilation and thicker walls for cooling, blinds and shades to minimize heat gain, and improved natural lighting to reduce electricity consumption.
- **ISO 14001 certification** covering more than 400 employees.

Social Initiatives

- **Volunteerism:** Almost 6,000 people positively impacted by more than 150 volunteers in 27 projects since 2006.
- **Disaster response:** One volunteer deployed to Tacloban, Philippines in 2013 to support the UN Logistics Cluster.
- **Humanitarian support:** Six fundraisers for assistance to beneficiaries after natural disasters since 2006.
- **Partnership:** Four years of support to more than 150 children attending KUMA Cambodia elementary schools.
- **Partnership:** Four year partnership with Caring for Cambodia with support for 330 mothers, 500 pre-schoolers, 900 girls in the Girls Matter! program, and 5000 family members in a health and hygiene program.

Singapore CO₂ Emissions (Tons)



Agility Singapore at a Glance

Employees: 513

Major Office Locations:

Changi North Way, Toh Tuck Link

Airports Served:

Singapore

Ports Served:

Singapore

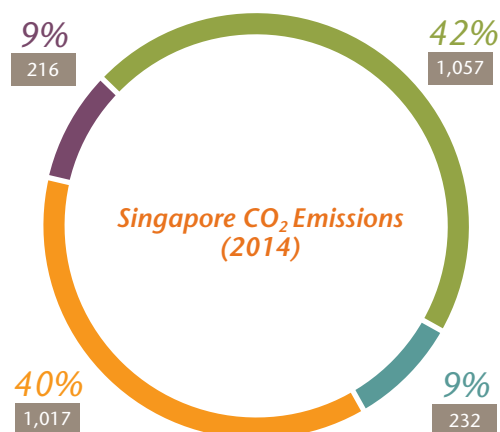
Warehouse Space: 50,000 sqm.

Services:

Freight forwarding
(air, ocean, road)
Cross-border trucking
Customs clearance
Warehousing & distribution
Project logistics
Chemical logistics
Fairs & events logistics

Certifications:

ISO 9001, ISO 14000, ISO 22000, OHSAS 18001, HACCP, GDPMDS, RCAR, STP-PLUS



- Scope 2 Tons CO₂ Emissions from Electricity Consumption
- Scope 3 Tons CO₂ Emissions from Electricity Consumption
- Scope 1 Tons CO₂ Emissions from Fuels Consumption
- Scope 3 Tons CO₂ Emissions from Fuels Consumption

Spain

Business-Focused Initiatives

- **CSR Strategy:** CSR coordinator nominated to lead CSR across the country.
- **Gender in the workplace:** Women represent more than 50% of employees.

Environmental Initiatives

- **Solar energy procurement:** Warehouses in Barcelona and Valencia use energy produced renewably.
- **Recycling program:** In all locations.
- **Energy conservation:** Using electric MHE in warehouses operations.

Social Initiatives

- **Volunteerism:** More than 10,000 people positively impacted by actions of more than 150 volunteers in 11 projects since 2006.
- **Support for humanitarian organization:** Donated shipment of educational materials, toys, medical beds, hospital supplies, and solar panels for health centers in Guinea-Bissau.
- **Long-term partnership:** For six years Agility Spain has supported The Great Football Giveaway by transporting footballs to Angola, Mali, Mozambique, Rwanda, Tanzania, Uganda and Zambia.

Agility Spain at a Glance

Employees: 149

Major Office Locations:

Madrid, Barcelona, Valencia, Bilbao, Alicante, Irún, La Jonquera, Pamplona

Airports Served:

ALC, MAD, BCN, VLC, BIO

Ports Served:

ALC, BCN, VLC, BIO, ALG, VGO

Warehouse Space: over 20,000 sqm.

Services:

Freight forwarding
(air, ocean, road)
Warehousing & distribution
Cross-border trucking
Customs clearance
Project logistics
Chemical logistics
Fairs & events logistics
Bonded warehousing

Certifications:

ISO 9001, AEO, Operations System, Dangerous goods/hazmat license

Thailand

Business-Focused Initiatives

- **Health & Safety Programs:** Focus on communications, reporting, training and management engagement.
- **CSR Strategy:** CSR Leader and team have a direct report to the Managing Director.
- **ISO 9001, ISO 14001 & OHSAS 18001** integrated management system certifications.
- **Family Support Program:** On-site summer babysitting & nursery program for children of employees.

Environmental Initiatives

- **Environment Program:** Monthly consumption and savings reporting system. A measured program with goals established for resource consumption reduction.
- **Delegated environmental leader:** Reports to Managing Director and works with local stakeholders to identify environmental issues and lead in taking steps to improve environmental performance.
- **Recycling Program:** In all locations.
- **Clean fuel transportation:** All trucks run on CNG.
- **Green Logistics Program:** Closed loop customer value chains (product returns, recycling & reuse,) paperless operations environment, clean fuel transportation operations and low impact warehouses.
- **Employee environment projects:** Tree planting, animal welfare and environmental education.

Social Initiatives

- **Volunteerism:** Almost 10,000 people positively impacted by actions of more than 450 volunteers in 23 projects since 2006.
- **Education projects:** 13 school refurbishments, school supply & uniform donations, food support, scholarships, art & essay contests, school visits and other activities helping more than 7000 children.
- **Humanitarian support:** Nine employees have completed HELP training.
- **HELP deployment:** Assisted more than 50,000 people in Myanmar following Cyclone Nargis in 2008.
- **Five fundraising projects** assisting 2500 people after natural disasters since 2006.

Agility Thailand at a Glance

Employees: 708

Major Office Locations:

Ayutthaya, Bangkok, Chon Buri, Prachin Buri

Airports Served:

Bangkok, Chiang Mai, Phuket

Ports Served:

Bangkok, Chonburi, Ladkrabang

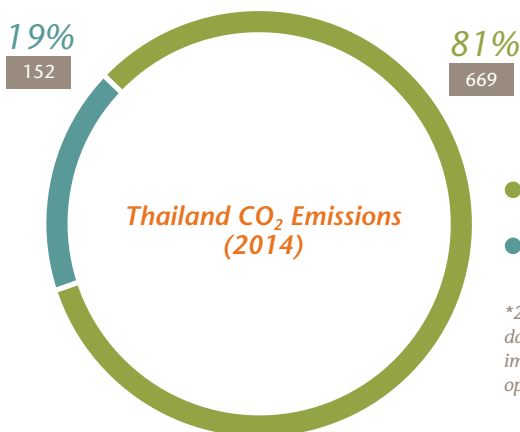
Warehouse Space: 23,800 sqm.

Services:

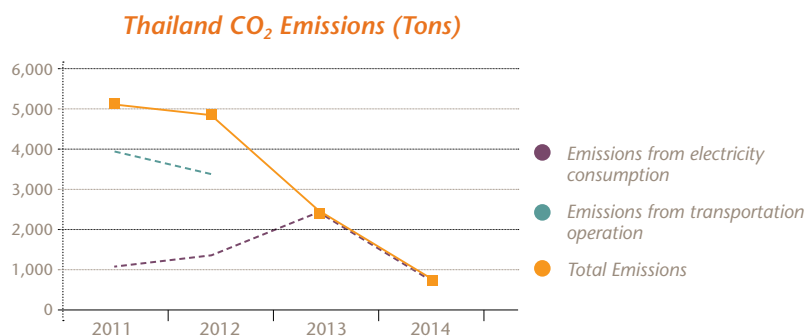
Freight forwarding
(air, ocean, road)
Warehousing & distribution
Cross-border trucking
Customs clearance
Project logistics
Chemical logistics
Fairs & events logistics

Certifications:

ISO 9001, ISO 14000/1, OHSAS/Health Safety - 18001, AEO



*2013 & 2014 Thailand emissions data does not include estimated impact from transportation operations.



United Arab Emirates – Abu Dhabi

Business-Focused Initiatives

- **Fair Labor Program:** Protects employees against human trafficking, forced labor and other exploitive labor practices in this high-risk geography. More than 1150 employees and managers trained on policies, violation reporting and audit practices. HR tool kits in place to assist HR professionals avoid these issues.
- **CSR Strategy:** CSR coordinator nominated to lead CSR throughout the country.

Environmental Initiatives

- **Environmental management program:** More than 1300 people working in ISO 14001 certified facilities and operations.

Social Initiatives

- **Volunteerism:** Almost 1,300 people positively impacted by actions of more than 340 volunteers in 13 projects since 2010.

Agility Abu Dhabi at a Glance

Employees: 846

Major Office Locations:

Abu Dhabi

Airports Served:

AUH

Ports Served:

Khalifa Port, Port Zayed, Mussafah Port

Warehouse Space:

13,360 sqm indoor storage

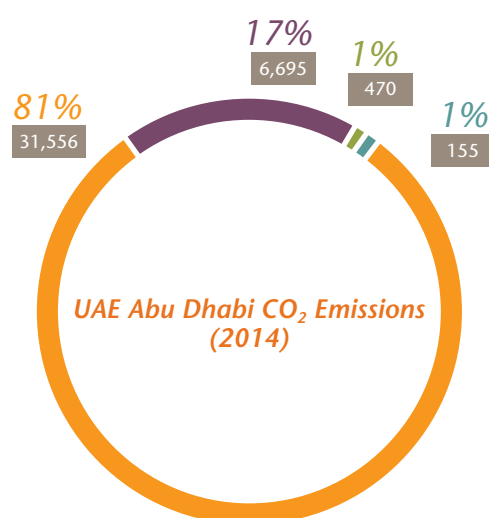
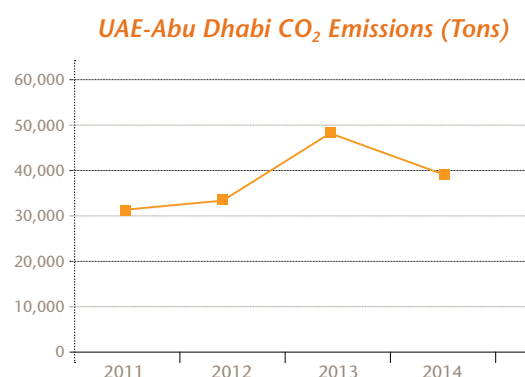
100,000 sqm open yard storage

Services:

Freight forwarding
(air, ocean, road)
Warehousing & distribution
Cross-border trucking
Customs clearance
Project logistics
Chemical logistics
Fairs & events logistics

Awards:

Etihad Cargo Most Valuable Customer - 2011 and 2012



- Scope 2 Tons CO₂ Emissions from Electricity Consumption
- Scope 3 Tons CO₂ Emissions from Electricity Consumption
- Scope 1 Tons CO₂ Emissions from Fuels Consumption
- Scope 3 Tons CO₂ Emissions from Fuels Consumption

United Arab Emirates - Dubai

Business-Focused Initiatives

- **Fair Labor Program:** Protects employees against human trafficking, forced labor and other exploitive labor practices in this high-risk geography. More than 1420 employees and managers trained on policies, violation reporting and audit practices. HR tool kits in place to assist HR professionals avoid these issues.
- **CSR Strategy:** CSR coordinator nominated to lead CSR throughout the country.

Environmental Initiatives

- **Community environment projects:** 11 projects since 2006 including cleanups, plantings, employee awareness and conservation projects.

Social Initiatives

- **Volunteerism:** Almost 5,000 people positively impacted by actions of more than 2500 volunteers in 38 projects since 2006.
- **Partnership:** 6 projects to support All As One orphanage in Sierra Leone since 2006.
- **Community health support:** Six projects involving employee donations, blood drives and activities to support health causes related to diabetes and cancer since 2006.
- **Humanitarian support:** 7 humanitarian relief projects since 2007, including donation of materials, money and logistics services to support disaster response and development projects.

Agility Dubai at a Glance

Employees: 1040

Airports Served:

DXB, DWC

Ports Served:

Jebel Ali

Warehouse Space: 104,500 sqm.

Services:

Freight forwarding

(air, ocean, road)

Warehousing & distribution

Cross-border trucking

Customs clearance

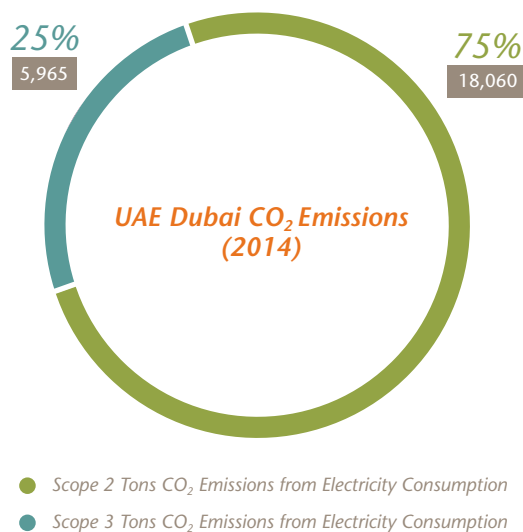
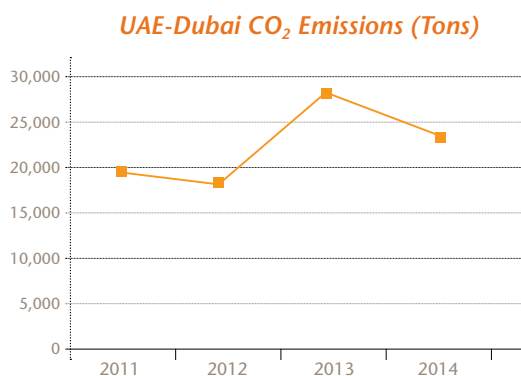
Project logistics

Chemical logistics

Fairs & events logistics

Certifications:

ISO 9001



United Kingdom

Business-Focused Initiatives

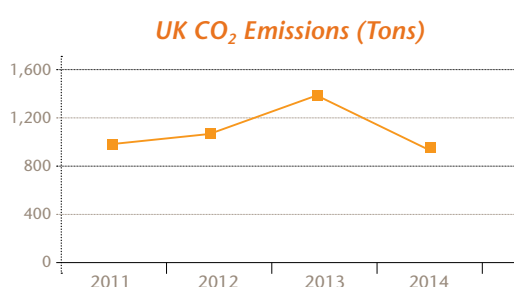
- **CSR Strategy:** CSR Coordinator tasked with leading CSR has a direct report to the Managing Director.
- **Employee Grievance Reporting Program:** HR procedures in place to resolve grievances through transparent processes.
- **Employee Feedback Program:** Suggestions undergo quarterly reviews with feedback provided to all suggesting staff.
- **Employee Support Program:** Third party helpline for staff to confidentially request support on any legal, domestic, personal or family issues.
- **Operations Safety Program:** Minimizes risks to health and environment in all shipments of dangerous goods.

Environmental Initiatives

- **Environmental Management Program:** Focuses on compliance with strict local laws, safe management of dangerous goods, recycling, and impact reduction.
- **Energy reduction:** Annual electricity procurement and consumption analysis, with procurement of clean energy where possible.
- **Low impact transportation operations:** Consolidation program to maximize utilization and reduce trips in most fuel efficient trucks available.

Social Initiatives

- **Volunteerism:** More than 5,000 people positively impacted by actions of more than 200 volunteers since 2006.
- **Disaster response:** One volunteer deployed to South Sudan in 2012 to support the International Medical Corps in managing cargo and aid distribution operations.
- **Adopted social issues:** Priority for community health issues like breast and prostate cancer, heart disease, mental health and others.
- **Community projects:** Agility UK has completed more than 50 CSR community projects since 2006.



Agility United Kingdom at a Glance

Employees: 521

Major Office Locations:

Belfast, Birmingham, Bristol, Glasgow, London Heathrow, Manchester, West Thurrock

Airports Served:

LHR, LGW, BHX, MAN, GLA, LTN

Ports Served:

FXT, STN, LON, TEP, THP, LIV, LGP, GRG

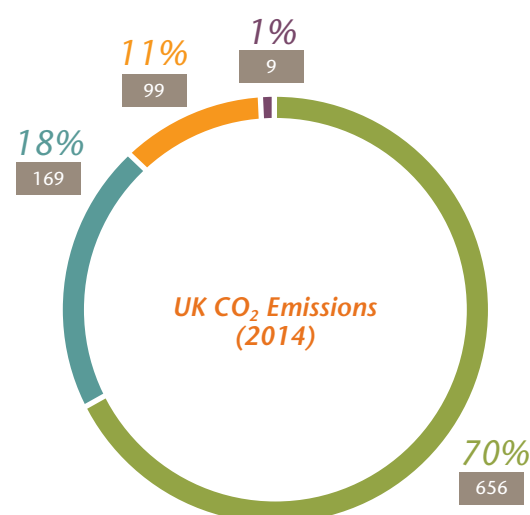
Warehouse Space: 34,000 sqm.

Services:

Freight forwarding
(air, ocean, road, ocean/air)
Warehousing & distribution
Road Freight
Customs clearance
Project logistics
Chemical logistics
Fairs & events logistics

Certifications:

ISO 9001, AEO, Dangerous goods/hazmat licence



- Scope 2 Tons CO₂ Emissions from Electricity Consumption
- Scope 3 Tons CO₂ Emissions from Electricity Consumption
- Scope 1 Tons CO₂ Emissions from Fuels Consumption
- Scope 3 Tons CO₂ Emissions from Fuels Consumption

United States of America

Business-Focused Initiatives

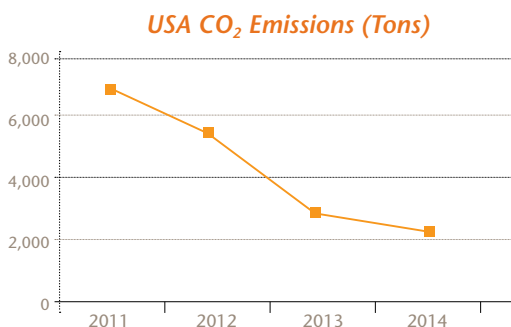
- **Employee Wellness Program:** Improves health and well-being of all participating employees. Provides third party sensitivity training, counseling and other services if required.
- **Vendor Management Program:** Vendors pre-screened with survey assessing ethics, environment and human rights.

Environmental Initiatives

- **Community environment projects:** 28 employee led projects completed since 2006.

Social Initiatives

- **Volunteerism:** Almost 25,000 people positively impacted by 2038 employee volunteers who donated more than 66,000 USD to charity since 2006.
- **Humanitarian logistics:** Five employees trained as volunteer responders since 2010.
- **Disaster response:** One volunteer deployed in 2010 to support Haiti earthquake recovery with International Medical Corps.
- **Humanitarian support:** 19 humanitarian and development projects since 2006.
- **Community Projects:** 214 projects since 2006, including 19 humanitarian/development, 63 health, 43 education, 38 community advocacy and 22 veteran/service member support projects since 2006.
- **Partnership:** Five year partnership with Paralyzed Veterans of America where we helped raise more than 2.6 million USD to support disabled veterans.



Agility Singapore at a Glance

Employees: 736

Major Office Locations:

Atlanta, Boston, Chicago, Cleveland, Dallas, Detroit, Houston, Los Angeles, Miami, New York

Airports Served:

ATL, IAH, JFK, LAX, MIA, ORD

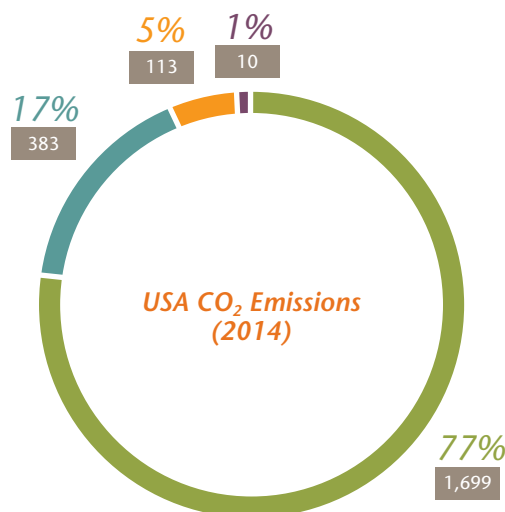
Ports Served:

NYC, EWR, MIA, IAH, LAX, LGB, SFO, OAK, SEA

Warehouse Space: 50,000 sqm.

Services:

Freight forwarding
(air, ocean, road)
Cross-border trucking
Warehousing & distribution
Customs clearance
Project logistics
Chemical logistics
Fairs & events logistics



- Scope 2 Tons CO₂ Emissions from Electricity Consumption
- Scope 3 Tons CO₂ Emissions from Electricity Consumption
- Scope 1 Tons CO₂ Emissions from Fuels Consumption
- Scope 3 Tons CO₂ Emissions from Fuels Consumption

GRI-G4 Index

Strategy and Analysis

Indicator	Description and Response
G4-1	Strategy and Analysis Please refer to the Message from Our CEO and Vice Chairman and the About Our Business sections of this report.
G4-2	Description of Key Impacts, Risks and Opportunities Please refer to the CSR Materiality, Stakeholders, and Management section of this report.

Organizational Profile

Indicator	Description and Response
G4-3	Name of the Organization Please refer to the About Our Business section of this report.
G4-4	Primary Brands, Products, and Services Please refer to the About Our Business section of this report.
G4-5	Location of Organization's Headquarters Please refer to the About Our Business section of this report.
G4-6	Number of Countries where Organization Operates Please refer to the About Our Business section of this report.
G4-7	Nature of Ownership and Legal Form Please refer to the About Our Business section of this report.
G4-8	Markets Served (geographic/types of customers) Please refer to the About Our Business section of this report.

G4-9	Scale of the Reporting Organization Please refer to the About Our Business section of this report.
G4-10	Total workforce by employment type, employment contract, and region broken down by gender Please refer to the Our People section of this report.
G4-11	Percentage of employees covered by collective bargaining agreements Please refer to the Our People section of this report.
G4-12	Organization's Supply Chain Please refer to the Our Fair Labor and Human Rights Program and Our Environmental Journey sections of this report.
G4-13	Significant Changes During the Reporting Period Please refer to the Our People and About Our Business sections of this report.
G4-14	Precautionary Approach Please refer to the CSR Materiality, Stakeholders, and Management section of this report.
G4-15	Endorsement of charters, principles or other initiatives Agility is a strategic partner of the World Economic Forum (WEF) and is an active member in the WEF's social, environmental, and anti-corruption initiatives. More information about our WEF activities can be found throughout the report.
G4-16	Memberships in associations (such as industry associations) and/or national/international advocacy in relevant organizations Agility is a strategic partner of the World Economic Forum, a member of Business for Social Responsibility, and is a member of the International Air Cargo Association.

Identified Material Aspects and Boundaries

Indicator	Description and Response
G4-17	Financial Statements Please refer to the About Our Business section of this report.
G4-18	Process for Defining Report Content Please refer to the About Our Report and CSR Materiality, Stakeholders, and Management sections of this report.
G4-19	Material Aspects Please refer to the About Our Report and CSR Materiality, Stakeholders, and Management sections of this report.
G4-20	Boundary of the Report Please refer to the About our Report, CSR Materiality, Stakeholders, and Management and About Our Business sections of this report.
G4-21	Scope Limitations Please refer to the About Our Report and About Our Business sections of this report. Reporting of Activities Not Under Operational Control We are not reporting on activities not our under operational control.
G4-22	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods). No restatements of information from our earlier report.
G4-23	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report. No significant changes from previous report. For more information, please refer to the About Our Report section of this report.

Stakeholder Engagement

Indicator	Description and Response
G4-24	List of stakeholder groups engaged by the organization Please refer to the CSR Materiality, Stakeholders, and Management section of this report.
G4-25	Basis for identification and selection of stakeholders with whom to engage Please refer to the CSR Materiality, Stakeholders, and Management section of this report.
G4-26	Approach for Stakeholder Engagement Please refer to the CSR Materiality, Stakeholders, and Management section of this report.
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting Please refer to the CSR Materiality, Stakeholders, and Management section of this report.

Report Profile

Indicator	Description and Response
G4-28	Reporting Period Please refer to the About Our Report section of this report.
G4-29	Date of Most Recent Report Please refer to the About Our Report section of this report.
G4-30	Reporting Cycle Please refer to the About Our Report section of this report.
G4-31	Contact Point or Questions Regarding the Report Please refer to the About Our Report section of this report.
G4-32	Table identifying the location of the Standard Disclosures in the report. Please refer to the GRI Index of this report.
G4-33	Report Assurance Approach Please refer to the About Our Report section of this report.

Governance

Indicator	Description and Response
G4-34	Governance Structure There is one female member on our Board of Directors, meaning 14% of the Board is female, and all are Kuwaitis. For more information, please refer to the CSR Materiality, Stakeholders, and Management and the About our Business sections of this report.
G4-35	Process for delegating authority Please refer to the CSR Materiality, Stakeholders, and Management section of this report.
G4-36	Reporting on sustainability topics to the highest governing body Please refer to the CSR Materiality, Stakeholders, and Management section of this report.
G4-37	Process for consultation between stakeholders and highest governing bodies on sustainability topics Please refer to the CSR Materiality, Stakeholders, and Management and the About Our Business sections of this report.

G4-38	Composition of highest governing body One out of seven board members is independent. The Capital Markets Authority defines an independent board member as any member who is not a shareholder in the company, either directly or indirectly, nor is he or she a part of the executive management of the company or any of its subsidiaries. For more information, please refer to the About Our Business section of this report.
G4-39	Chair of the highest governing body The Chair of the highest governance body is not an executive officer.
G4-40	Nomination and selection process for the highest governing body Board members are elected by the General Assembly. A rigorous due process is carried out on all board members to ensure no conflict of interest exists as per the company's Articles of Association and Kuwaiti law. For more information, please refer to the About Our Business section of this report.
G4-41	Report processes for the highest governing bodies to avoid conflicts of interest The company's Articles of Association, and internal processes, and Kuwait laws governing publicly traded companies require strict processes to be followed to avoid conflicts of interest.
G4-42	Role of highest governing body in determining sustainability mission, vision, goals of organization Please refer to the About Our Business section of this report.
G4-43	Measures to enhance highest governing body's knowledge on sustainability topics Please refer to the CSR Materiality, Stakeholders, and Management section of this report.

Governance

G4-44	<p>Process for the evaluation of the highest governance body's performance on sustainability topics</p> <p>Currently, our Board of Directors' performance is not assessed based on environmental or social topics. For more information, please refer to the About Our Business section of this report.</p>	G4-49	<p>Process for communicating critical concerns to the highest governing body</p> <p>Please refer to the CSR Materiality, Stakeholders, and Management and About Our Business sections of this report.</p>
G4-45	<p>The role of the highest governing body's role in identifying and managing sustainability impacts, risks, and opportunities</p> <p>The Board of Directors is not responsible for the identification and management of environmental and social impacts, risks, and opportunities. For more information, please refer to the About Our Business section of this report.</p>	G4-50	<p>Total number of critical concerns reported</p> <p>There were no critical concerns reported to the Board of Directors during the reporting period.</p>
G4-46	<p>Role of the highest governance body in assessing the effectiveness of the risk management system for sustainability topics</p> <p>The Board of Directors is not responsible for the risk management processes of environmental and social risks. For more information, please refer to the About Our Business section of this report.</p>	G4-51	<p>Remuneration policies for the highest governing body and senior executives and how it relates to the organization's performance on sustainability topics</p> <p>There is currently no linkage between social and environmental performance and executive/board compensation. Please refer to the About Our Business section of this report.</p>
G4-47	<p>Frequency of review of sustainability topics</p> <p>The Senior Vice President of Corporate Social Responsibility reports to the CEO and Vice Chairman quarterly on sustainability related issues. For more information please refer to the CSR Materiality, Stakeholders, and Management section of this report.</p>	G4-52	<p>Process for determining board remuneration</p> <p>Board remuneration is determined by the Articles of Association of the company and in accordance with local commercial law.</p>
G4-48	<p>Approval and review of the organization's sustainability report</p> <p>The CEO and Vice Chairman formally reviews the organization's CSR Report. For more information, please refer to the CSR Materiality, Stakeholders, and Management section of this report</p>	G4-53	<p>Process for consultation of stakeholders when determining board remuneration</p> <p>Board remuneration is determined by the Articles of Association of the company and in accordance with local commercial law.</p>
		G4-54	<p>Ratio of total compensation of highest paid individual to median annual total compensation for all employees</p> <p>Undeclared</p>
		G4-55	<p>Ratio of percentage increase in annual total compensation for the organization's highest paid individual to the median percentage increase in annual total compensation for all employees</p> <p>Undeclared.</p>

Ethics and Integrity

Indicator	Description and Response
G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics Please refer to the Our Ethics and Compliance Program, CSR Materiality, Stakeholders, and Management and About Our Business sections of this report.
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behavior Please refer to the Our Ethics and Compliance Program section of this report.
G4-58	Internal and external mechanisms for reporting concerns about unethical and unlawful behavior Please refer to the Our Ethics and Compliance Program and the Our Fair Labor and Human Rights Program sections of this report.

Economic Performance

Indicator	Description and Response
G4-EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments Please refer to the About Our Business section of this report.
G4-EC6	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation. Please refer to the Our People section of this report.

Environment

Indicator	Description and Response
G4-EN3	Energy consumption within the organization Please refer to the Our Environmental Journey section of this report.
G4-EN6	Reduction of Energy Consumption Please refer to the Our Environmental Journey section of this report.
G4-EN7	Reductions in energy requirements Please refer to the Our Environmental Journey section of this report.
G4-EN15, G4-EN16	Total direct and indirect greenhouse gas emissions by weight Please refer to the Our Environmental Journey section of this report.
G4-EN17	Other relevant indirect greenhouse gas emissions by weight Please refer to the Our Environmental Journey section of this report.
G4-EN19	Reductions of greenhouse gas emissions Please refer to the Our Environmental Journey section of this report.
G4-EN27	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation Please refer to the Our Environmental Journey section of this report.
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations None
G4-EN30	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce Please refer to the Our Environmental Journey section of this report.

Labor Practices and Decent Work

Indicator	Description and Response
G4-LA6	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region Please refer to the Our Health and Safety Focus section of this report.
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity Please refer to the About Our Business and Our People sections of this report.

Human and Workplace Rights

Indicator	Description and Response
G4-HR10	Percentage of significant suppliers, contractors, and other business partners that have undergone human rights screening and actions taken Please refer to the Our Fair Labor and Human Rights Program section of this report.
G4-HR2	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained Please refer to the Our Fair Labor and Human Rights Program section of this report.
G4-HR5	Child Labor We do not have any operations identified as having significant risk for incidents of child labor.
G4-HR6	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor Please refer to the Our Fair Labor and Human Rights Program section of this report.

Society

Indicator	Description and Response
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs Please refer to the Our Community Investments section of this report.
G4-SO4	Percentage of employees trained in organization's anti-corruption policies and procedures Please refer to the Our Ethics and Compliance Program of this report.
G4-SO5	Actions taken in response to incidents of corruption Please refer to the Our Ethics and Compliance Program of this report.
G4-SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country No financial or in-kind contributions have been made to political parties, politicians, or related institutions.
G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes Please refer to the Our Ethics and Compliance Program section of this report.

Product Responsibility

Indicator	Description and Response
G4-PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements Not Applicable
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes Not Applicable
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services None



For more information on Agility's Corporate Social Responsibility efforts, please feel free to contact:

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