



# Agility Global Sustainability Report

FY24



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See [About this report](#) on page 45 for more information about the scope and limitations of this report.



# A message from our Chairman

This year has been an exciting one for us. With the listing of Agility Global on the dynamic and fast-growing Abu Dhabi Securities Exchange, our company is well-positioned for a new chapter of growth.

As a multi-business owner and operator, and long-term investor, with diversified assets around the world, Agility Global plays an important role in shaping the sectors in which we operate: aviation, logistics, strategic infrastructure, and technology. A strong commitment to environmental, social and governance (ESG) principles is deeply ingrained in our culture and management approach. Headquartered in the Gulf Cooperation Council (GCC), and with strong roots in the region, we also believe that we have a responsibility to contribute to the generational transformation efforts underway across the Gulf.

Today, Agility Global is a \$4.5 billion revenue business, with 56,000+ employees and operations in 70+ countries across six continents. We continue to drive value for shareholders, with our annual net profit increasing 153% to \$128 million in 2024.

We also continue to drive forward our ESG agenda across our portfolio of businesses. Some highlights:

- **Strategy.** We updated the Agility Global double materiality assessment to confirm our most significant environmental, social, and governance topics. Our largest business, Menzies Aviation, also updated its double materiality assessment to prepare

for compliance with the incoming EU Corporate Sustainability Reporting Directive (CSRD).

- **Our people.** Creating good jobs, with strong development opportunities, helps develop the economies in which we operate. With 56,000+ employees around the world, including 44% in the Middle East, Africa, and Asia, and 56% across Europe and the Americas, including Latin America, Agility Global is proud of the diversity of its workforce. We are committed to support the employment of women in our historically underrepresented sectors. 20% of the Board and 27% of Agility Global's workforce are women, and our largest business unit by headcount, Menzies, has recently met IATA's goals of 25% of women in senior leadership by 2025.
- **Environment.** 85% of our businesses by revenue (99%+ by reported emissions) have made net-zero commitments, and in 2024 Menzies became the first major aviation services provider to have its targets validated by the Science Based Targets initiative. All our businesses are committed to supporting their customers to access the infrastructure and services required for the transition to a lower carbon future. Menzies continues to electrify its ground fleet, Tristar is introducing the first hybrid electric barge in the GCC in 2025, and ALP continues to expand its EDGE green building certifications. Currently, 43% of ALP warehouses are certified or pre-approved, with quantifiable environmental and cost benefits as a result of their design features.

- **Responsible procurement.** Our focus on sourcing materials and services responsibly spans our entire business. Menzies and Tristar include sustainability requirements in their procurement processes and supplier contracts, and all new corporate, ALP, and Shipa suppliers must also now review and formally agree to our sustainability policies before we contract with them.
- **Sustainable investing.** DSV, our largest investment, launched its first CSRD-compliant report in February 2025 and achieved a [9.8%](#) reduction in Scope 1 and 2 GHG emissions from a 2019 baseline. Our Reem Mall co-investment project in Abu Dhabi continues to enhance operational efficiency and in 2024 it launched the re-certification process for the ESTIDAMA Pearl sustainability standard, with the updated certification expected by Q1 2025. We continue to evolve our approach to our ventures investments, increasing our focus on value creation and scaling, alongside gathering environmental and social impact data. Agility Global has invested \$296.2 million in emerging technology companies with a primary or secondary ESG focus since 2018.
- **Communities.** We retain a deep commitment to supporting our local and global communities. Our long-term partnership approach focusing on youth, education, digital skilling, refugees, and humanitarian relief saw us reaching more than 284,000 people in 2024.



**Tarek Sultan**  
Chairman

Sustainability is at the core of Agility Global's culture, approach, and success. It is a journey that involves learning, adapting, and improving. We approach this journey with deep commitment — both for ourselves, and through our collaboration with customers, suppliers, and partners — to deliver more sustainable infrastructure for all.

I look forward to sharing future updates with you on Agility Global's progress and impact, and also invite you to provide us with feedback on how we can continue to improve at [sustainability@agility.com](mailto:sustainability@agility.com).

# 2024 sustainability snapshot

**284,000+**

people reached through our **community investments.**



51% female

**85%** of our businesses by revenue (and **99%+** by emissions) have **net-zero commitments.**

**Menzies** became the **first major aviation services provider** to have its targets validated by the Science Based Targets initiative.

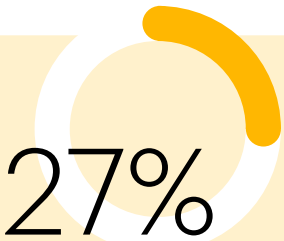
Menzies

saved the equivalent of over **5.9 million** plastic bottles from being left in a landfill through its use of biodegradable plastic.



Tristar

**increased local hiring by 10%** over the last three years, aligning with the UAE's requirement for a **2%** annual increase.



of Agility Global's workforce and **20%** of the Board are women. **Menzies**, our largest business unit by headcount, reached **24%** female representation in senior leadership in 2024 and in early 2025 achieved its IATA goal of **25%** by 2025.

**Tristar** produced **1,459,582 kWh** of renewable energy in 2024, avoiding **650** tons of CO<sub>2</sub>e.



ALP

launched the **EDGE Advanced certification** process in **eight warehouses.**



**DSV**, our largest (non-controlled) investment, achieved a



**reduction in Scope 1 and 2 GHG emissions from a 2019 baseline**, driven by increasing renewable electricity share and energy efficiency efforts.

**100%** of new **corporate, ALP, and Shipa** suppliers must review and **formally agree to our sustainability policies** before we contract with them.





# About Agility Global

## Who we are

Agility Global is a multi-business owner and operator and long-term investor, with a diversified portfolio of businesses. Our workforce comprises **56,000+** employees across six continents and 70+ countries. In 2024, our annual revenue was **\$4.5 billion** USD.

Agility Public Warehousing Company KSCP (Agility) is the controlling shareholder of Agility Global with a 51% stake, while 49% is a free float — freely traded by public shareholders on the stock market. In 2024, Agility Global was listed on the Abu Dhabi Securities Exchange (ADX), one of the fastest-growing stock exchanges in the world.

## What we do

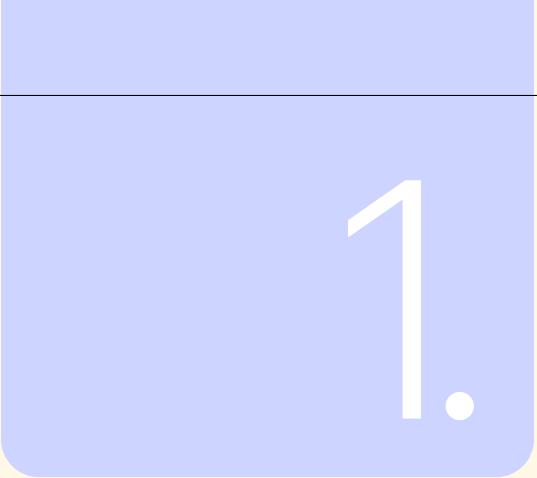
Our most material owned and operated businesses include **Menzies Aviation**, the world’s largest aviation services company, **Tristar**, a global fuel and chemicals logistics business, and **Agility Logistics Parks**, a leading developer of warehouse parks and light industrial facilities in Africa, the Middle East, and South Asia. Our other portfolio companies provide services centered on critical infrastructure (Alliad), defense and government logistics (DGS), e-commerce and digital logistics (Shipa family of companies), and more.

We invest in a range of publicly listed and non-listed companies that are not controlled by Agility Global. This includes minority stakes in: DSV, soon to be the world’s largest logistics provider and freight forwarder; Reem Mall, a \$1.3 billion mega-mall in Abu Dhabi; commercial real estate and supply chain companies in the GCC; and emerging technology companies that drive supply chain transformation through innovation and sustainability.

## Business priorities

Our mission to facilitate free and fair trade around the world continues amidst global economic and political unrest, supply disruptions, and social and geopolitical conflict. Free and fair trade drives economic growth and helps lift people out of poverty. Our businesses and partnerships support trade-led growth and provide the services and infrastructure necessary for supply chains to transition to a low-carbon future.

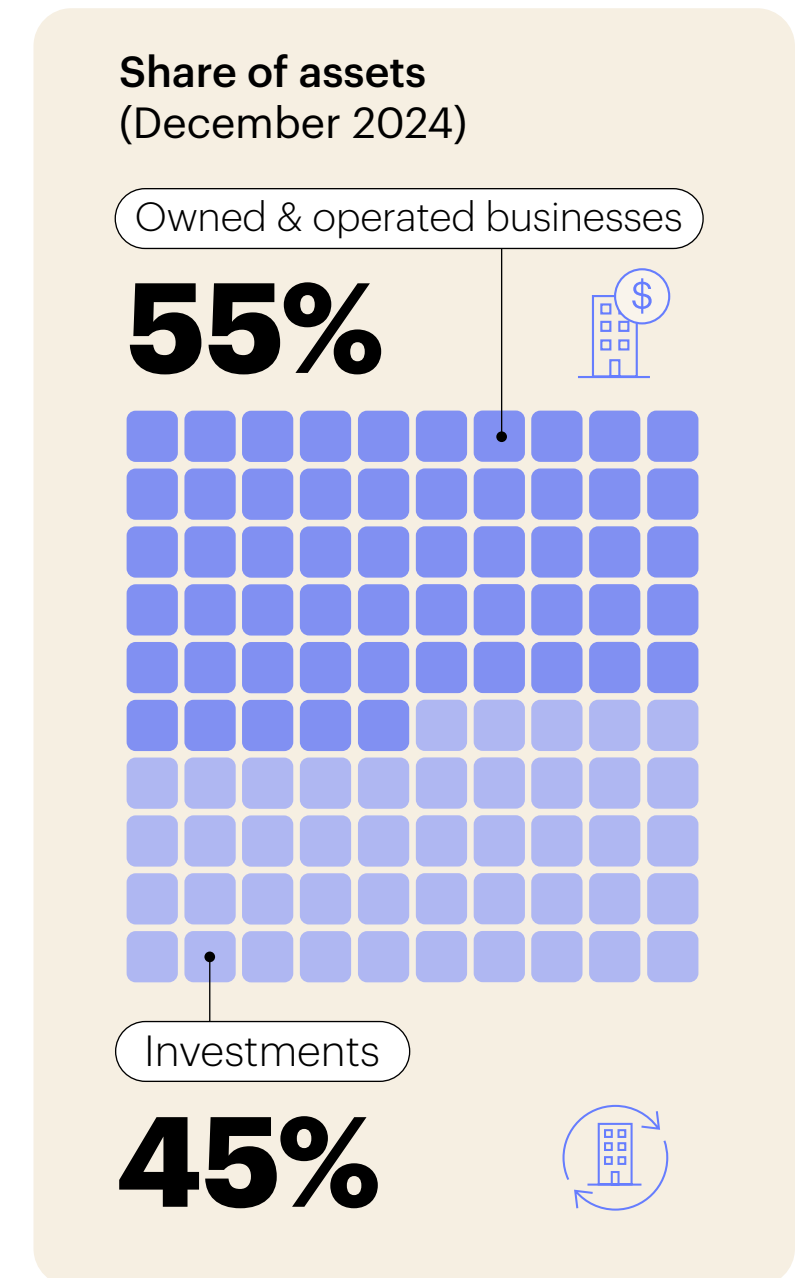
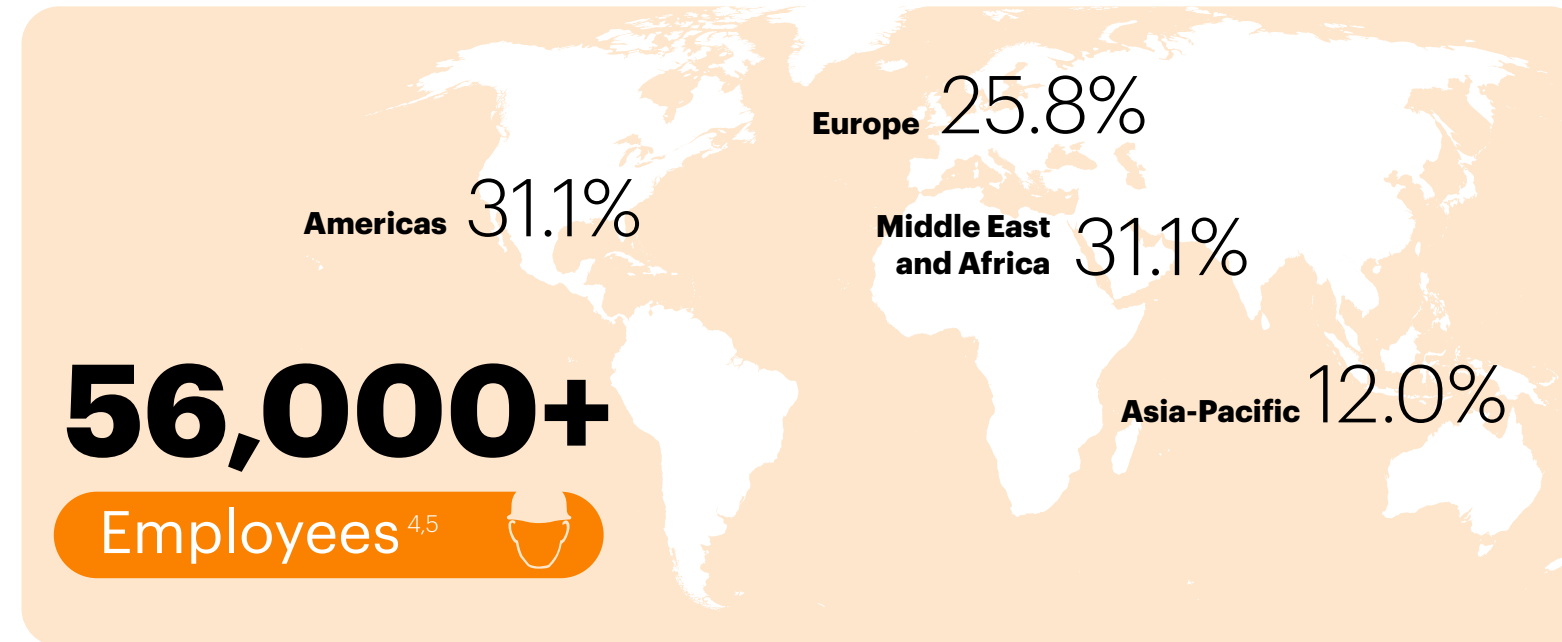
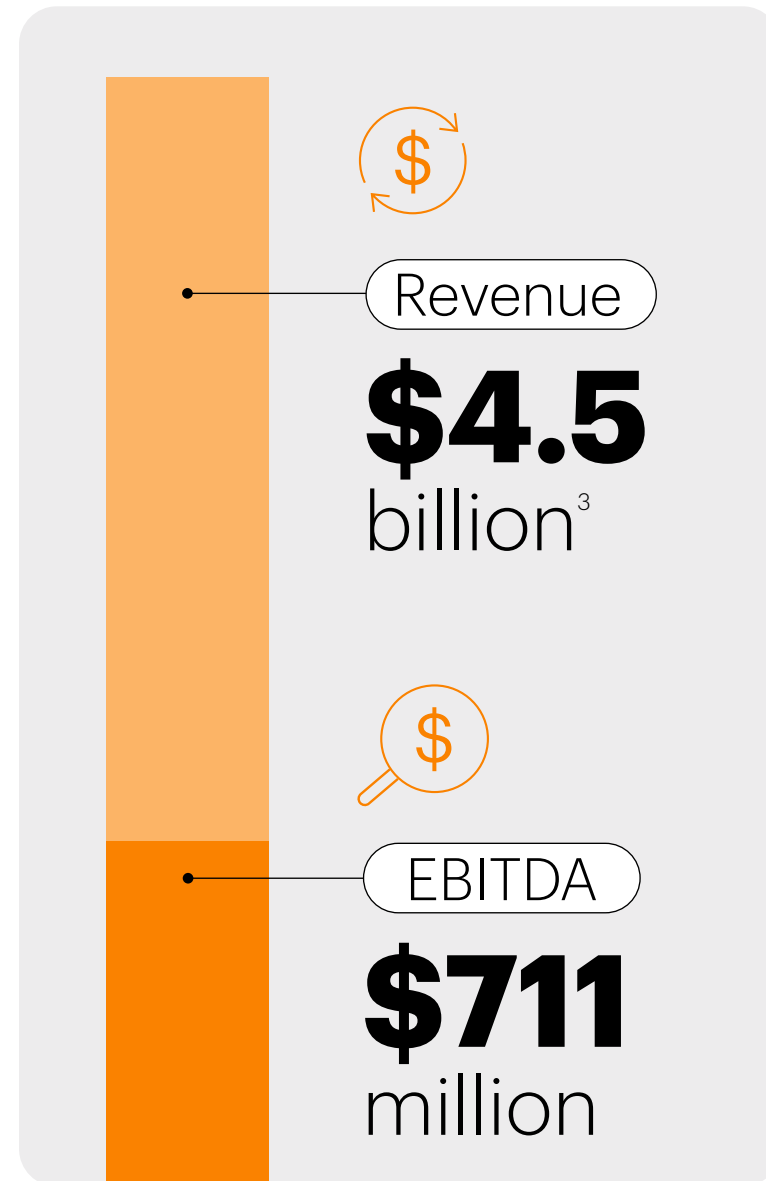
A strong governance framework and commitment to sustainability underscore our focus of continued organic growth in established and growing sectors.



**Free and fair trade** drives economic growth and helps lift people out of poverty.



# 2024 in numbers<sup>1,2</sup>



1. Figures as of year-end 2024.

2. This report includes re-statements from the original report published on 31 March 2025.

3. Financial figures in this report are given in US dollars unless otherwise stated.

4. Our total workforce, including all employees, temporary and contract workers, is 65,085.

5. Numbers do not add up to 100.0% due to rounding.



# The Agility Global business model

Agility Global’s corporate team develops overall strategy, allocates capital, leads centralized data collection, and ensures certain financial and sustainability standards are met. Each of our owned and operated businesses follows their own business and sustainability strategy — unique to their sector and region, driven by their respective management teams and supported by Agility Global’s corporate team as needed.

Our three largest owned and operated businesses are the most material to our sustainability strategy and performance — Menzies, Tristar, and Agility Logistics Parks combined account for 96% of our headcount, 86% of our revenue, and 99.3% of our total greenhouse gas (GHG) emissions.<sup>1</sup> We own a 8% stake in the **EcoVadis Platinum-rated** company DSV, our most material investment.

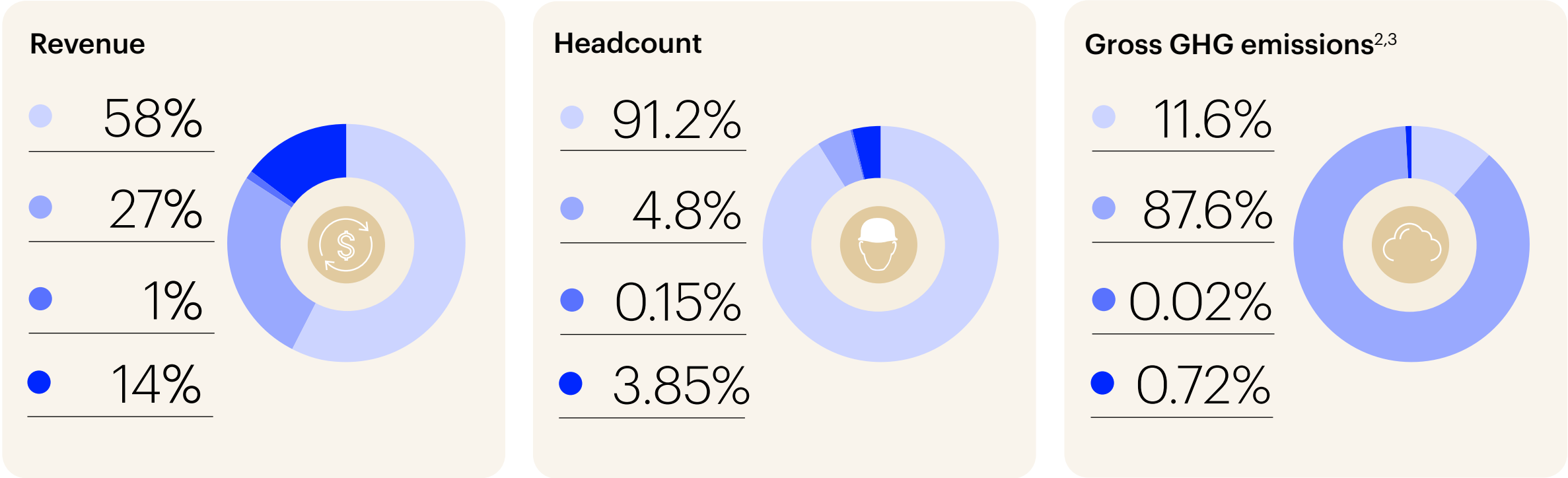
Our most material owned & operated businesses<sup>1</sup>

Menzies

Tristar

ALP

Other owned and operated businesses





8%

stake in DSV, our most material investment

1. Agility Global holds a 65.12% stake in Tristar.

2. Reported gross GHG emissions include 100% of all reported subsidiary emissions.

3. Numbers do not add up to 100.0% due to rounding.

# Our largest owned & operated businesses



**■ Menzies:** The world’s largest aviation services company by countries of operation. Menzies offers a range of services at 300 airports in 65 countries, from ground handling and aviation fueling to cargo handling, executive services, and freight forwarding solutions.



**▲ Tristar:** End-to-end fuel logistics solutions provider for national and international companies, as well as intergovernmental organizations such as the UN. Tristar offers transportation and storage solutions in 32 countries, including several frontier markets across Africa.



**● Agility Logistics Parks:** One of the largest private owners, developers, and operators of Grade A warehousing and light industrial parks across Africa, the Middle East and South Asia.<sup>1</sup> ALP serves a diverse range of customers with a strong focus on sustainable design and EDGE certification.

# Other owned & operated businesses include<sup>2</sup>

**◆ Alliad:** A global leader in integrated services, specializing in engineering and construction, supply chain and logistics, facilities management, and support services. With a strong focus on emerging markets, Alliad combines international expertise with local knowledge to deliver comprehensive solutions that drive economic growth and improve quality of life.

**◆ Agility Defense & Government Services (DGS):** Diversified logistics services provider for governments, defense forces, and relief groups including NGOs. DGS operates across Africa, the Middle East, Europe and the Americas.

**● Shipa Delivery, Shipa Ecommerce, and Shipa Freight:** Logistics and freight forwarding solutions providers operating globally. The Shipa companies offer digital tools and services for consumers and companies of all sizes to manage their supply chains efficiently and effectively.

**\* United Projects for Aviation Services Company K.S.C.P. (UPAC):** A full-service commercial real estate and facilities management company. UPAC manages commercial space and parking facilities at the Kuwait International Airport’s Terminal 1 and Sheikh Saad Terminal, as well as being a lead investor in Abu Dhabi’s Reem Mall mega-mall project. Recently UPAC signed a contract with Touristic Enterprises Company (TEC) to operate Messila Beach for 17 years.

# Our investments

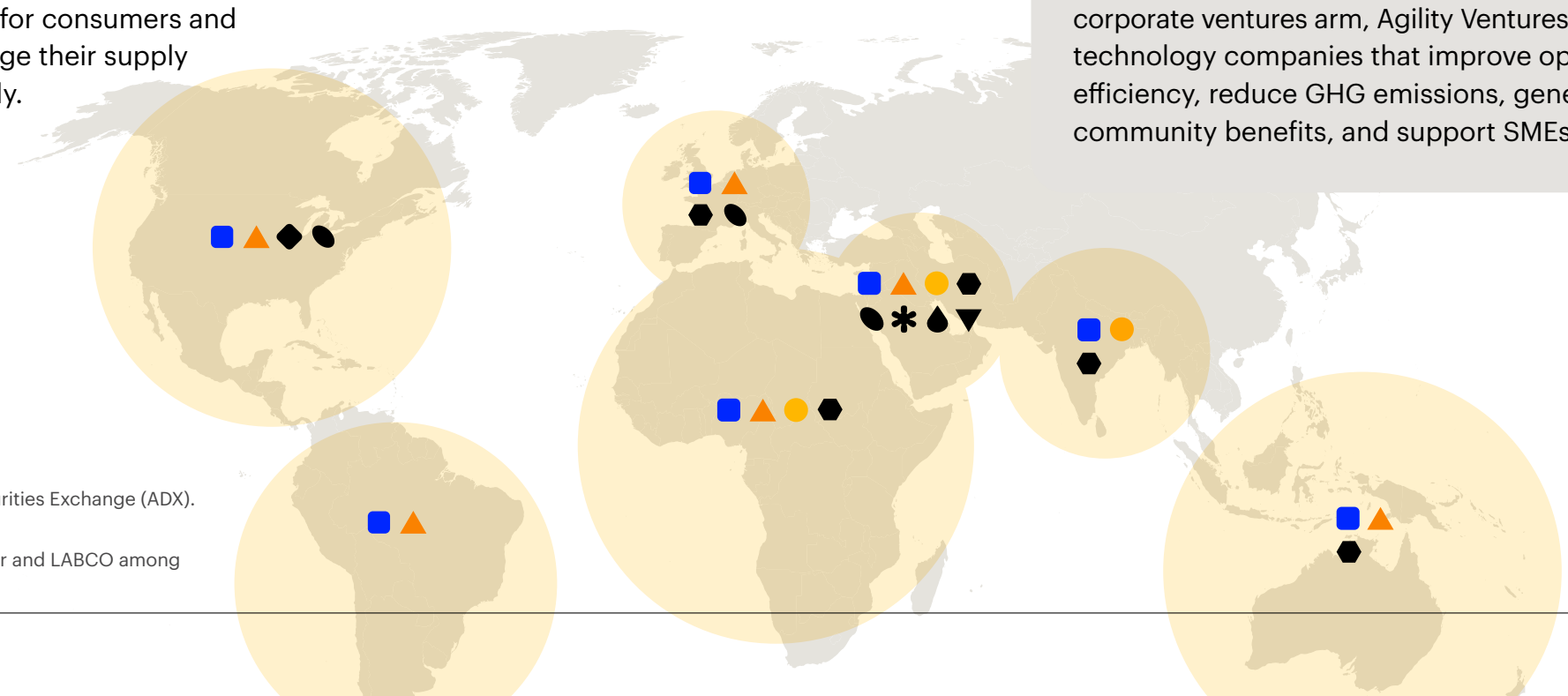
We invest in publicly listed and non-listed companies across various sectors, prioritizing value creation in our existing investments to ensure growth. As of the end of 2024, these “non-controlled” investments represent **45%** of our assets by value.

Our most material investment is the **EcoVadis Platinum-rated** company DSV, in which we own a **8% stake**. DSV is a global leader in freight forwarding, supply chain solutions, and road transportation. We are also the lead investor in Reem Mall, a \$1.3 billion mega-mall in Abu Dhabi with an **Estidama Pearl Design** rating awarded by the government for its sustainability initiatives.

We focus on supply chain transformation through our ventures investments, many of which center on clean energy and efficiency. Our corporate ventures arm, Agility Ventures, invests in technology companies that improve operational efficiency, reduce GHG emissions, generate community benefits, and support SMEs.

1. Agility’s Kuwait Logistics Parks sites are out of scope for this report, as of the listing of Agility Global on the Abu Dhabi Securities Exchange (ADX). For more information on Kuwait Logistics Parks and other Agility Group subsidiaries, please visit the [Agility Group report](#).

2. This list is not exhaustive. Other owned and operated businesses include Inspection and Control Services (ICS) / Microclear and LABCO among others, which combined comprise less than 1% of Agility Global’s headcount and revenue.





# Our partnerships

Partnering with international organizations and local NGOs is crucial for driving wider sustainability progress in our industries of operation and beyond. We engage in partnerships with several organizations to provide humanitarian aid, support refugees, advance education and digital skilling, accelerate climate progress, and drive trade-led growth. These include the [UN High Commissioner for Refugees \(UNHCR\)](#), the [UN World Food Programme](#) (WFP), and the [World Economic Forum](#) (WEF).

These international partnerships were held by Agility Public Warehousing Company KSCP (Agility) in 2024, and applied to all its owned and operated businesses, including Agility Global.

## Logistics Emergency Team partnership

In 2025, Agility entered into its 20<sup>th</sup> year providing logistics support to the UN Global Logistics Cluster during humanitarian crises, including the COVID-19 pandemic, earthquakes in Indonesia, flooding in Pakistan, and more.

## Our partnership with WEF

WEF brings together government, businesses, civil society, and other stakeholders to cooperate on complex global challenges. Agility has partnered with WEF since 2009 on a wide range of initiatives that facilitate free trade, drive socioeconomic development, and support supply chain resilience and decarbonization.

### First Movers Coalition

Agility and Tristar are founding members of the First Movers Coalition, which aims to decarbonize heavy-emitting sectors such as trucking and shipping. It accelerates the commercialization of emerging climate technologies by leveraging members' collective purchasing power.

### Global Health Equity Network

The Global Health Equity Network aims to progress health equity by bringing together communities, government, civil society, and the private sector to target the root causes of disparity. We are a signatory to the network's **Zero Health Gaps Pledge**, committing us to advance health equity across our organization and wider business ecosystem.

### International Business Council

Our CEO is a member of WEF's International Business Council (IBC) advisory board, which provides intellectual stewardship to WEF. At the 2025 WEF annual meeting, the IBC advised on urgent actions to transform energy demand and double energy efficiency by 2030, including how government leadership can accelerate business actions.

### Leaders for a Sustainable MENA

This initiative brings together government and business leaders to scale low-carbon technologies and infrastructure for the Middle East and North Africa (MENA) region. Agility has pledged to accelerate decarbonization progress across the region.

### Refugee Employment Alliance

This alliance accelerates multistakeholder support for the economic integration of refugees globally. We participate in this group, working to increase our employment of refugees and advocating for more regulatory support for displaced people. Menzies aims to recruit the equivalent of 1% of its workforce from refugees by 2026.

### Supply Chain & Transport Governors

Our Chairman co-chairs this group, which aims to accelerate the transformation of global transport and supply chain ecosystems by harnessing clean energy, improving digital resilience, and promoting safer and more inclusive movement of traded goods.

Agility has responded to **77+ humanitarian crises** in **30+ countries** since 2007

# Sustainability strategy and performance

## Our sustainability strategy

Sustainability is the key to business resilience in a rapidly changing world. It is also the ethical choice and one of Agility's guiding principles. Our diverse businesses are united by shared aims, values, and a commitment to sustainability.

As our subsidiaries vary in location, maturity, and industry, there is no one-size-fits-all sustainability approach. Each subsidiary implements its own strategy, tailored to its identity and guided by our overarching Agility Global goals. Our corporate sustainability team determines these goals, tracks overall performance and supports our subsidiaries along their sustainability journeys.

2024 was a challenging year for global companies, with political and economic events influencing trade. Our shared commitment to sustainability remains strong, and our subsidiaries continue to work with their customers to support the transition to a lower carbon future in a just and equitable way.

We welcome the increased focus on sustainability across the regions where we operate, including through government-led reporting standards and targets. In addition, Agility Global is an Abu Dhabi Global Market (ADGM) registered company listed on the Abu Dhabi Securities Exchange (ADX) and we report in compliance with ADGM and ADX sustainability requirements. Our subsidiary Menzies is preparing to report under the EU Corporate Sustainability Reporting Directive (CSRD), and will assess these disclosure requirements based on proposed changes to the Directive in 2025.

Our controlling shareholder Agility Group, and subsidiaries Menzies, Tristar, Alliad, and UPAC are signatories to the UN Global Compact.

# 2.



We welcome the **increased focus on sustainability** across the regions where we operate.





Our sustainability aims

**Globally:** Reduce our environmental impact and enable a socially-just transition towards a lower-carbon economy by investing in new solutions and infrastructure.

**Regionally:** Strengthen essential infrastructure and services while supporting regional decarbonization.

**Locally:** Support economic and social advancement and positively impact the communities around our operations.

External recognition



FTSE4Good

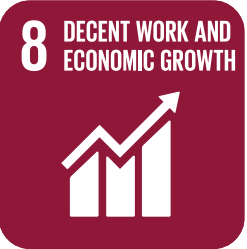
Agility Group, our controlling shareholder, is part of the **FTSE4 Good Index Series**. This index measures companies’ environmental, social and governance (ESG) performance to inform investment decisions.



Agility Global Chairman **Tarek Sultan** was **third in Forbes' Middle East Sustainability Leaders** list 2024 – Transport & Logistics.

Agility Global and the SDGs

We prioritize the **UN Sustainable Development Goals (SDGs)** where we can have the greatest impact:



# Our material issues

In 2024, we updated the Agility Global double materiality assessment (DMA) to confirm the ESG and economic topics of most relevance to our company. The process included:

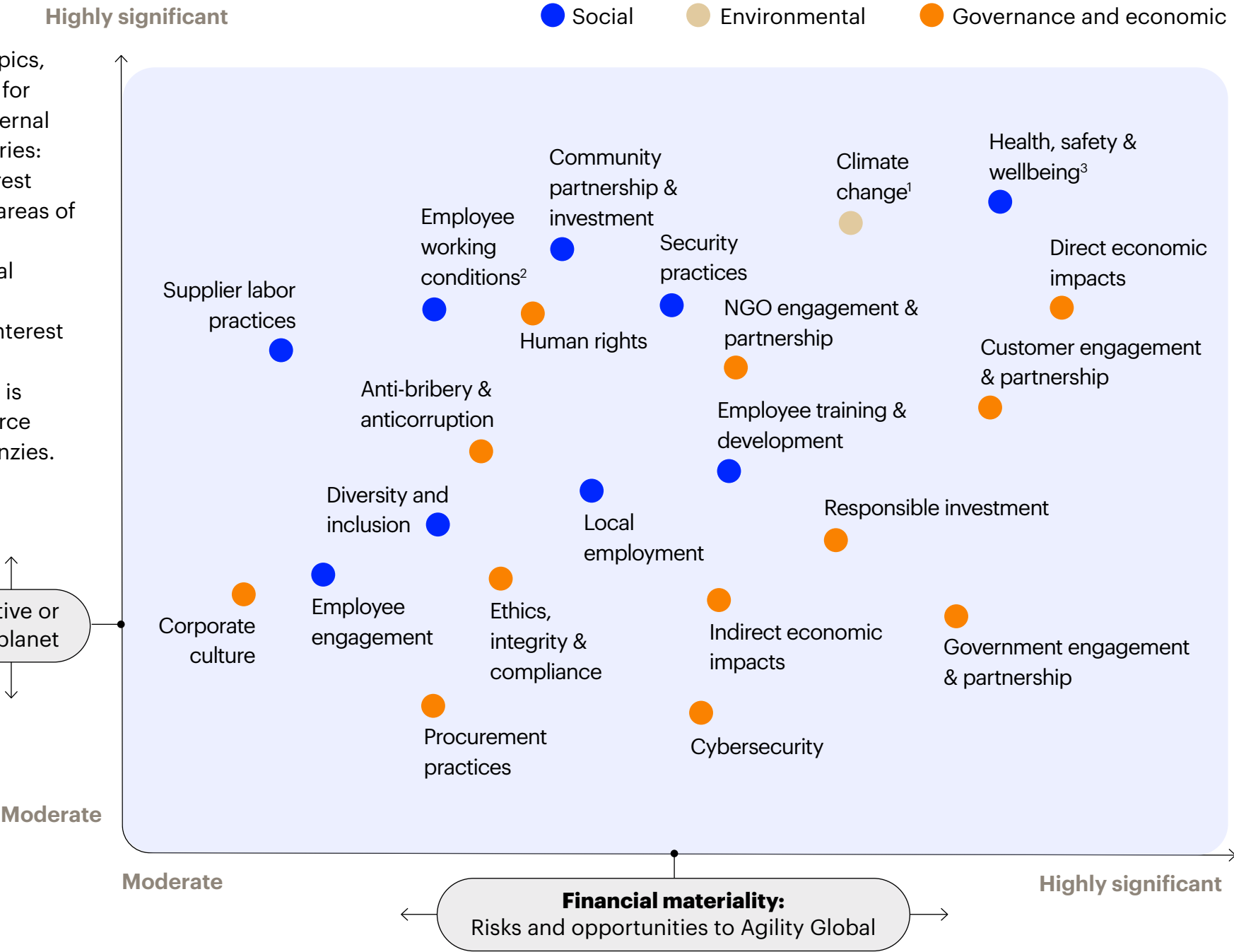
- **Review** of most recent Agility Group and relevant subsidiary materiality assessments, alongside key external trends and legislative requirements.
- **Identification** of a long list of ESG topics.
- **Initial assessment** of the impacts, risks and opportunities associated with each topic and creation of a draft list of material topics, undertaken by our corporate sustainability team.
- **Engagement** with key internal and external stakeholders to review and adjust the draft list — including functional leads and subsidiary sustainability leads.
- **Finalization** of the list based on stakeholder input and production of a matrix, shown right.

For each topic, the matrix charts the relative scale of Agility’s impact on people and the planet, and the level of financial risk and opportunity presented to our business.

We will continue to monitor the following topics, which are not currently considered material for Agility Global as a whole, but are of high external concern or are material for specific subsidiaries:

- **Water:** this is a topic of high external interest and is material for ALP due to some of its areas of operation in water scarce areas.
- **Biodiversity:** this is a topic of high external interest.
- **Pollution:** this is a topic of high external interest and is material for ALP.
- **Resource use and circular economy:** this is a topic of high external interest and resource outflows / waste is a material topic for Menzies.

Impact materiality: Positive or negative impacts on people and planet



1. Includes climate change mitigation and adaptation, and energy use.

2. Includes working hours and secure employment, fair pay, freedom of association and collective bargaining, and modern slavery, child and forced labor.

3. Includes physical and mental health and wellbeing.



# Our sustainability priorities and performance

Ethics and compliance

Our people

To maintain high standards of ethics and compliance, we train employees on our approach and encourage them to submit anonymous reports if they witness anything that conflicts with our policies. Our corporate ethics team manages our overall approach, with each subsidiary leading its own program and processes.

**Employee Development.** Menzies, Tristar and Alliad manage their own employee ethics development. We regularly train other eligible employees on ethics and compliance and track mandatory completion. Our employee development program covers compliance with Agility’s approach to sustainability topics, as well as core governance topics such as conflicts of interest and ethics. It includes up to 14 mandatory courses with tracked completion rates.

**Raising concerns.** Employees can raise concerns through our [third-party operated reporting platform](#), accessible via a QR code or their country’s multi-language reporting number. We investigate reports and issue appropriate corrective actions. Menzies has its own anonymous reporting system, ‘SpeakUp’.

## Human rights

We expect universally high standards for fair labor across Agility Global. We make sure all employees understand their rights and know how to make anonymous grievance reports.

Individual subsidiaries manage their own human rights and labor due diligence, guided by our corporate Fair Labor program as needed — the program educates employees on fair labor practices and human rights and introduces them to our resources and procedures.

Read more in the Agility Group [Global Human Rights Policy and Modern Slavery Statement](#), and in the individual subsidiary sections of this report.

## Our 2025 Fair Labor Goals

100% of employees trained on human rights

2024:<sup>1</sup>  
76%

100% of countries undertake human rights risks self-assessment

2024:  
100%

## Our human rights promise

- Protection for complainants
- No child labor
- No forced labor
- Fair work, hours, and wages
- Freedom of association
- No discrimination or harassment
- Protection of health, safety, and the environment
- Community and stakeholder engagement

1. Menzies and Tristar conduct human rights training as part of their regular onboarding and training process. At least 75% of eligible employees were trained across both subsidiaries in 2024, including 100% of eligible Tristar employees and 70% of eligible Menzies employees. Other entities in the company follow a human rights training program supervised by the Corporate sustainability and HR teams. Non-Tristar and Menzies entities, combined, achieved 75.3% progress against the company’s human rights goals.

## Health and safety

As many of our businesses manage large industrial operations, strong health and safety practices are vital. Each subsidiary follows strict protocols tailored to their company, industry, and location, and has a specific delegate or team to manage health and safety. For example, Menzies is an industry leader in aviation services safety, delivered through a targeted code and charter and supported by a strong safety culture.

Two of our subsidiaries had tragic incidents this year in which employees lost their lives — read more on pages [26](#) and [37](#). In response to these incidents, we are taking a more proactive stance on health and safety. We conducted a health and safety gap analysis for the subsidiaries whose programs we directly support. We also developed our Safety Incident Process, an automated incident reporting system. The system alerts department leaders and health and safety professionals, recording the time, nature, and location of the incident and the remedial action taken.

For Agility Global corporate employees, all ALP locations, and Shipa employees, we introduced new customized training to reinforce a health and safety culture and mindset among employees. We support this with regular communication and feedback, and an internal network of safety champions. Our Corporate Quality, Health, Safety and Environment team tracks and provides workplace health and safety training certifications for all ALP and corporate business units.



## Wellbeing

Employee wellbeing is central to a strong, committed workforce. Each of our businesses works to create inclusive, supportive cultures in which everyone can thrive. Corporate-led initiatives in 2024 included:

- **Wellbees Step Challenge.** Participation in this global challenge to reach the highest step count, in support of the UNICEF Food Program.
- **Virtual mental health workshop.** Teaching practical methods for wellbeing, resilience, and positive workplace cultures.
- **Employee Assistance Programs.** Providing support for employees, including confidential counseling services.
- **Agility Olympics.** A range of sports and games events to promote health, teamwork, and community.

## Promoting learning

In 2024, more than 51,000 employees completed over 6 million hours of training in total. Menzies, Tristar and Alliad manage their own training and development programs. Corporate HR provides a Learning Management System to several businesses to promote continuous learning on topics such as safety, technology and leadership skills. Corporate also launched a new Competency Framework to help employees of these businesses fully understand their roles and potential.

In our annual panel on the power of lifelong learning, senior employees spoke about how learning has made them better leaders. They emphasized the value of creativity and skill development to participants from across the business.

## Leadership development

By providing talent and leadership development opportunities, we support our employees’ growth and progression. Our Corporate Human Resources and Organizational Development Teams frequently run ‘Know your leader’ webinars to share the many aspects of Agility’s business with employees. These are available to all our subsidiaries and were attended by around 400 employees in 2024.

Our Agility Leadership Transformation Program prepares employees for leadership roles. As well as covering traditional leadership skills, the program highlights collaboration, mindfulness, and empathy to create leaders who influence and listen. We also run training for the program’s graduates to improve their coaching and people development skills.

### Supporting the Good Work Framework

As part of Agility Group, Agility Global adheres to the **World Economic Forum’s Good Work Framework**, supporting its five pillars:

**Ensure**  
fairness in wages

**Enhance**  
social protection and flexibility

**Deploy**  
technology responsibly

**Promote**  
total workforce wellbeing

**Foster**  
employability and human capital development





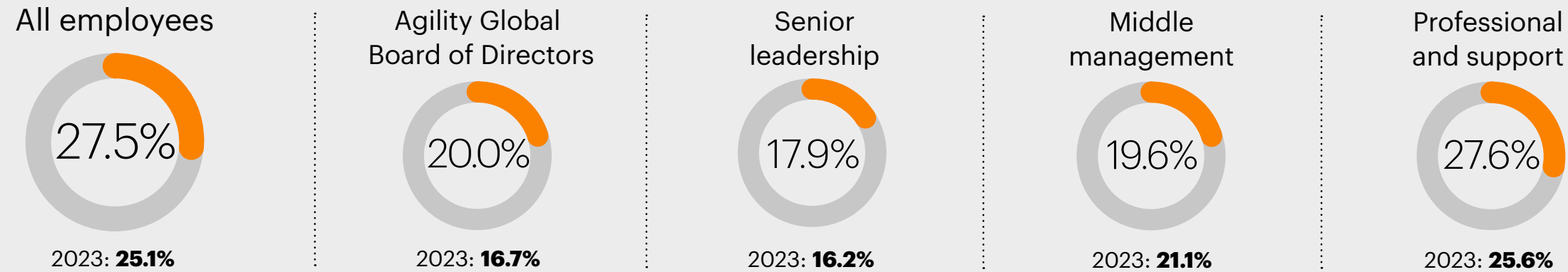
## Diversity and inclusion

We welcome diversity and want everyone working at Agility Global and our subsidiaries to feel included. We aim for our workforces to represent their local communities, prioritize hiring locally, and invest in employee development. Gender equality and female empowerment are particular focus areas. In 2024, we began training employees on unconscious bias to help them champion diversity and inclusion.



1. Includes all material Agility Global subsidiaries. Senior leadership includes all employees at VP level and above and Middle management includes all other managers.

### Gender balance by level<sup>1</sup>



### Gender balance by region



Our controlling shareholder Agility Group, and subsidiaries Menzies, Tristar, and UPAC are signatories to the [\*\*UN's Women's Empowerment Principles\*\*](#), with Alliad joining them in 2025. We assess our performance against them and identify ways we can improve in line with global best practice.

# Environment

As our subsidiaries operate in different industries and geographies, they have varying environmental impacts and control over those impacts. Each is progressing with its strategy to minimize greenhouse gas (GHG) emissions, water and waste. In addition to supporting subsidiaries’ environmental efforts, our corporate sustainability team is working to strengthen our overall data systems and collection.

## GHG emissions

Our most emissions-intensive businesses, including Tristar, Menzies, and Alliad, lead their own climate reporting.

In 2024, Agility Global emitted 2,868,479 GHG emissions (tons CO<sub>2</sub>e). Our 2024 GHG emissions are not comparable to 2023 reported data, as Agility Global is a new entity as of 2024. Notably Tristar’s Scope 3 emissions, which account for 85% of Agility Global’s total emissions, decreased by 28% in 2024. This decrease is primarily due to improvements in data calculations and certain maritime assets falling outside of the boundary of Tristar’s scope of reporting.

### Environment highlights

#### Menzies

had its science-based net-zero targets validated by the SBTi in 2024, becoming the first major aviation services provider to do so.



**Tristar** produced **1,459,582** kWh of renewable energy in 2024, avoiding **650** tons of CO<sub>2</sub>e.

**Tristar** is building a **hybrid electric barge with 50% lower GHG emissions** than traditional barges. This will be operational in 2025.



#### ALP

is building a **1** mW solar plant in a site in India.



has launched the **EDGE Advanced certification** process in eight warehouses in 2024.

### Key commitments

**91%** of our business by headcount has set GHG emissions reduction targets validated by the Science Based Targets initiative.

**96%** of our business by headcount is committed to reaching net-zero GHG emissions by 2050 or earlier.

### Agility Global’s GHG emissions (tons CO<sub>2</sub>e)



**Scope 1:** 188,470

**Scope 2:** 18,655

**Scope 3:** 2,661,355



Impacts, risks and opportunities of climate change

As part of our latest double materiality assessment, finalized in early 2025, we reviewed our sustainability-related impacts, risks, and opportunities (IROs). Our most significant IROs include the following:

- **Impacts:** Generation of GHG emissions across our value chain contributes to climate change, heightening its impacts on people and nature, while increasing use of renewable energy supports the global transition to clean energy. Climate change impacts, such as higher mean temperatures and more frequent, severe, and variable weather, may harm people at Agility Global operational, supplier and customer locations.
- **Risks:** Costs may rise due to increasing legislation, investment in lower-carbon technology, and physical impacts to Agility Global locations. Extreme weather linked to climate change could impact worker productivity, with risks to revenue.
- **Opportunities:** Developing lower-emission products and services can help to meet evolving customer demands. Increased energy efficiency and use of renewables across our operations should reduce costs and emissions, alongside helping to prepare for increasing regulation and supporting our reputation.

Water

Water is especially material for our operations in Africa and the Middle East. Alliad, our most water-intensive subsidiary, focuses on increasing efficiency and treating discharged water. Tristar uses water recycling and reuse systems, efficient technologies, and internal awareness campaigns to conserve water.

ALP has some warehouses and infrastructure in water-stressed regions. The company incorporates water-saving measures into its buildings to help customers reduce their water use, and built three new water treatment plants in 2024 in Ghana, Mozambique and India.

Alliad and Tristar together reduced water use by **624m³** in 2024, equivalent to **4 Olympic swimming pools**.

Responsible procurement

In addition to being the right thing to do, responsible procurement drives efficiency and long-term cost savings. Our corporate procurement team manages procurement for Agility Global corporate teams, ALP and the Shipa companies, while Menzies, Tristar, Alliad and DGS manage their own procurement. All subsidiaries include sustainability requirements in their procurement processes and supplier contracts.

Corporate procurement

We make our sustainability goals clear to suppliers at every stage – in quotation requests, tenders, awards and contracts — and reinforce them through signed agreements. In 2024, we began integrating more comprehensive sustainability guidelines. All new suppliers must review and formally agree to our sustainability policies before we contract with them. This includes:

-  [Agility Code of Business Ethics & Conduct](#)
-  [Agility Human Rights Policy](#)
-  [Agility Quality, Environmental, Health, Safety & Security Policy](#)
-  [Agility Supplier Code of Conduct](#)
-  [Agility Supplier Fair Labor Code of Conduct](#)

Global supply chains have been affected by inflation, energy price volatility, and geopolitical tensions, causing delays and higher costs. In 2024, we continued to focus on improving operational efficiency by refining internal processes. We streamlined approval procedures for new suppliers to increase alignment with our sustainability goals.

We plan to increase transparency in GHG emissions reporting, engaging suppliers to stress the importance of data tracking and sharing through formal agreements.

Menzies, Tristar, and Alliad

Menzies, Tristar and Alliad also include sustainability requirements for suppliers:

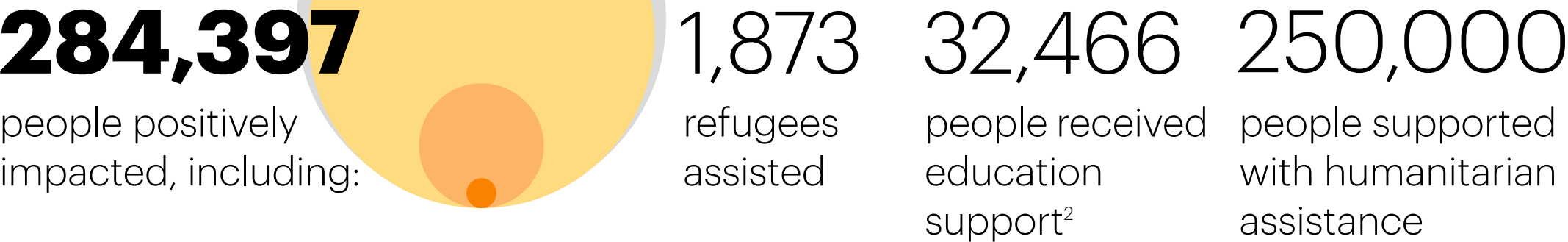
- **Menzies** uses a third-party risk management system to engage suppliers and help them address social and environmental risks. Menzies also regularly checks suppliers can comply with its sustainability requirements and is inviting suppliers to participate in the UN’s Sustainable Suppliers Programme commencing March 2025.
- **Tristar** screens supplier sustainability performance during onboarding. This reduces risks and reveals opportunities to support suppliers through their sustainability journeys.
- **Alliad** conducts an annual assessment to ensure supplier compliance with its Code of Conduct through self-assessments, audits, and performance reviews, addressing key areas such as labor rights, environmental responsibility, and ethical business practices.

# Communities

We are deeply committed to supporting the communities where we operate. Our subsidiaries provide local training, education, and investment — focusing on our key operational markets and prioritizing women and youth. By combining financial investment with our teams’ expertise, we help people develop locally relevant skills and support their job market competitiveness. We also focus on assisting refugees through humanitarian relief and charitable support.

We partner with a broad range of NGOs to leverage their expertise and amplify our impact. Our processes are long term and iterative, with partnerships lasting three years or more.

## Global impact<sup>1</sup>



### Subsidiary highlights

**Menzies** supports refugee employment through training and job fairs and aims to recruit refugees equal to **1% of its employees by 2026**.



**Alliad** partnered with **Evolvin’ Women** to support women’s employment, sponsoring 30 women through its talent development program.

**Tristar** launched two public safety campaigns in 2024 — engaging with **9,000+ children** about road safety habits in their ‘**Teach Them Young**’ program, and collaborating with partners to improve seafarer wellbeing.



### ALP

trained **163 young people** in Côte D’Ivoire through a partnership with the International Rescue Committee and Pro-Jeunes. Activities include:

**Supporting** agricultural and agribusiness training, teaching students farming techniques and successful operations development.

**Providing** classroom space, computers, internet access, and funding at the Abidjan Logistics Park, where students are taught information and computer technology skills, digital marketing, entrepreneurship, and life skills.



### Supporting displaced children

We support the **Children of War Foundation** with funding to enable them to provide educational assistance to refugee children in Jordan. Programs include:

- **Abwaab Remote Education Program:** Provides online interactive classes, study materials, mentoring and support to students in Jordan, alongside placements to enable participants to finish their high school education.
- **School of Dreams:** Educates primary-aged children living on the Jordan / Syria border. The school has an on-site teacher and provides supplies to students.

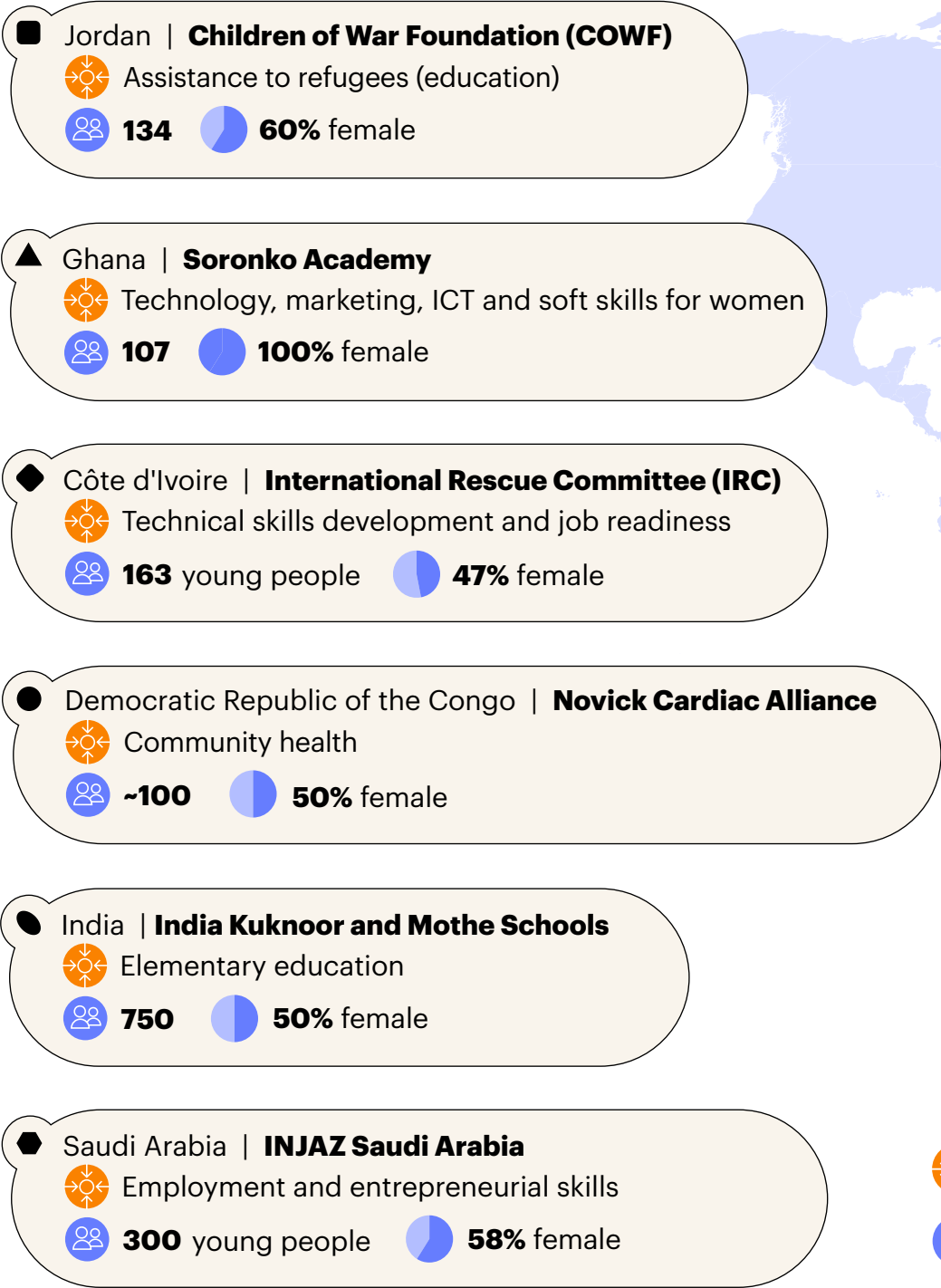
1. Impact is difficult to measure. We define it as any Agility support that positively impacts any beneficiary or project participant. There is no differentiation in the scope of impact. For example, if Agility provides one meal to one person, that is one person impacted. Equally, if Agility provides four months of training to one person, we count that as one person impacted. Additionally, for projects where we donate materials or infrastructure, we base impact on the total number of people that will benefit from the infrastructure over an estimated depreciation schedule. For example, if we donate a bathroom to a school with 300 children, we estimate that the bathroom will be used by 300 children per year over a period of 10 years.

2. Including people that will use Agility-provided training and education resources over the next 10 years.

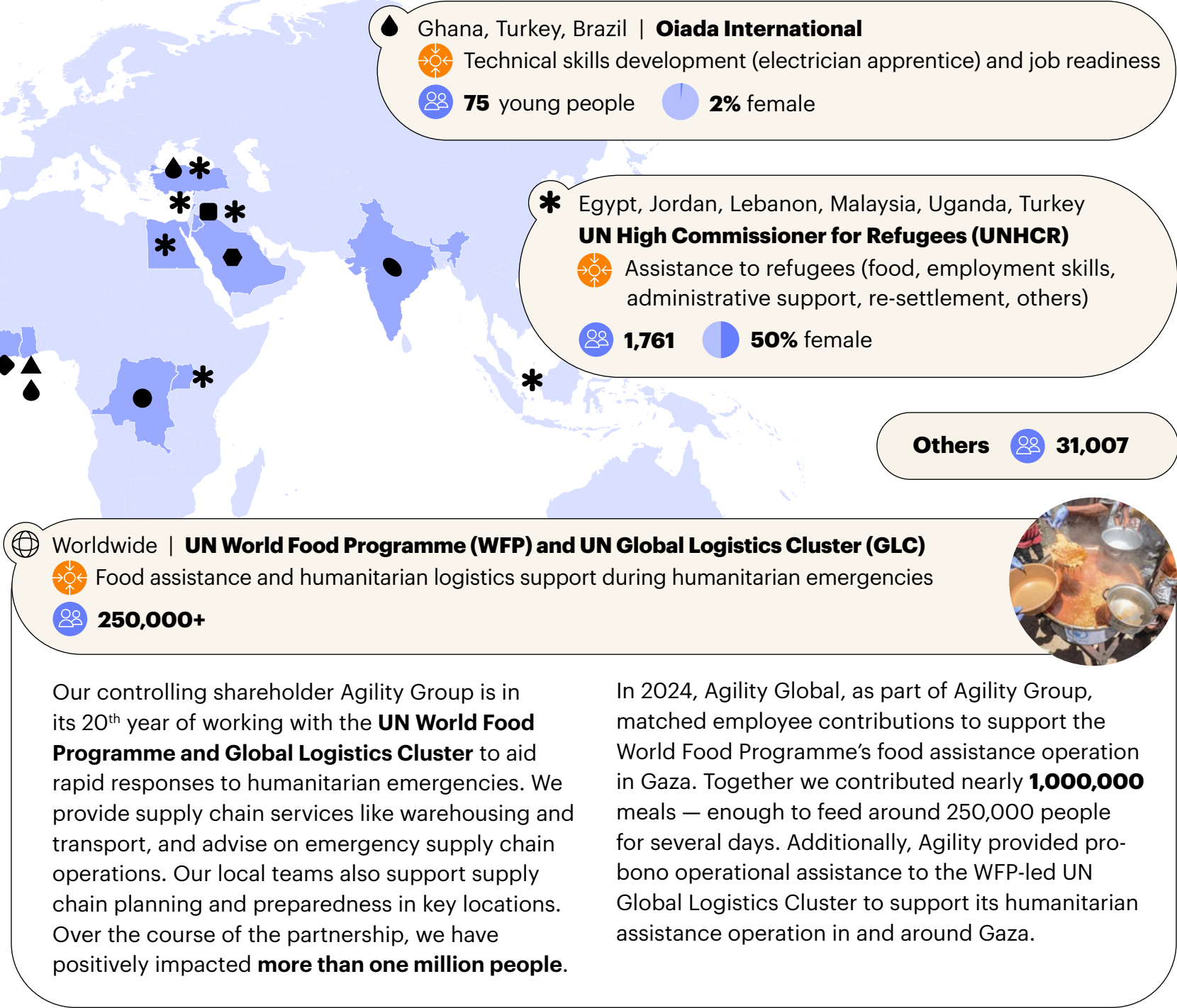


Long-term partnerships for community impact

LOCAL PARTNERSHIPS



GLOBAL PARTNERSHIPS



# Our owned and operated businesses

- 🔄 Menzies Aviation **21**
- 🔄 Tristar **25**
- 🔄 Agility Logistics Parks (ALP) **29**
- 🔄 Alliad **33**
- 🔄 Shipa companies **36**
- 🔄 Agility Defense & Government Services (DGS) **38**
- 🔄 United Projects for Aviation Services Company **40**

# 3.














# Menzies Aviation



## Key facts

Headquarters:	 United Kingdom
Global reach:	 <b>65</b> countries and  <b>300</b> airports <sup>1</sup>
Customers:	 <b>600+</b> customers globally
Activities:	<div> Air cargo services</div> <div> Ground services</div> <div> Fuel services</div> <div> Executive services</div>
Sustainability disclosures:	 Reports against CDP and EcoVadis Produces a Modern Slavery Statement TCFD report

**Menzies Aviation (Menzies)** is the world’s leading service partner to airports and airlines. It aims to deliver the safest, most secure and sustainable landside and airside services. In 2024, Menzies entered Portugal, Serbia and Hong Kong and increased operations in Spain, experiencing its fourth year of double-digit revenue growth. Menzies also gained a new ground handling license in Kuala Lumpur International Airport, Malaysia, marking its 300<sup>th</sup> location, with operations commencing in January 2025.

Decarbonization is critical for aviation, and Menzies intends to maintain its position as a sustainability leader in the sector, driven by its ‘All In’ sustainability strategy. In 2024, the company had its science-based net-zero targets validated by the Science Based Targets initiative (SBTi) — the first major aviation services provider to do so.

Menzies updated several policies in 2024, including its Code of Conduct and [Third-Party Code of Conduct](#), with expanded content on human rights and sanctions.

In preparation for compliance with the EU Corporate Sustainability Reporting Directive (CSRD), Menzies has initiated a refresh of its double materiality assessment. The process includes interviews with internal and external stakeholders, and a global employee survey.

1. Please refer to the Menzies [website](#) for the latest figures.

# Enabling a safe, inclusive culture

## A culture of safety

A robust culture of health and safety is essential in aviation. Menzies’ evolving safety program embeds industry best practices through employee development, safety certifications, and partnership with the International Air Transport Association (IATA). Menzies aims to deliver the highest health, safety, security and risk standards through its Menzies Operating Responsibly, Safely and Effectively (MORSE) code and charter and its Golden Rules of safety. Two MORSE safety weeks held in 2024 reinforced these standards through activities such as hazard hunts, safety tours and wellbeing activities.

### Key 2024 safety data

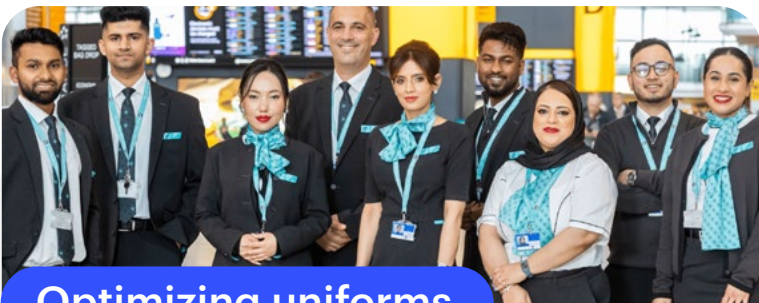
**2.1 million+**  
safety training hours provided to staff in 2024  
(1,917,273 in 2023)

**0.4 incidents per 10,000 turn**  
(0.4 in 2023)<sup>1</sup>

1. The industry average reported by IATA in 2022 was 6.1.

## Employee engagement

Menzies ran its global employee travel survey in 2024, assessing how employees commute and their collective carbon impact. This helps Menzies support more sustainable commuting. The company also held its annual ‘We are Menzies Awards’ with a new sustainability category to celebrate employee contributions.



### Optimizing uniforms

In 2024, Menzies and its employees together created a new functional, comfortable and inclusive Front of House uniform that employees take pride in. The uniforms use a high proportion of more sustainable materials, will be produced locally where possible, and will be delivered in biodegradable or recyclable packaging. Old uniforms will be recycled instead of landfilled — avoiding an estimated six tons of CO<sub>2</sub>e emissions in the UK alone.

Menzies also began allowing Front of House employees to wear trainers to support their comfort and wellbeing, and thus the ability to deliver first-class service.

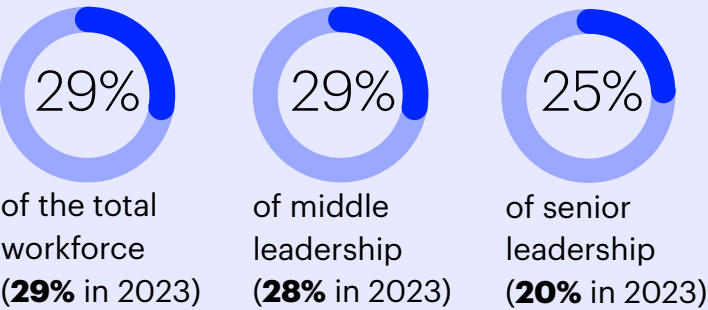
## Diversity & inclusion

Women are underrepresented in the aviation sector and, as a signatory of the UN Women’s Empowerment Principles, Menzies is committed to help improve the gender balance. The company has been working towards the IATA goal to increase female representation in senior leadership to at least 25% by 2025, successfully achieving this target by early 2025. Other 2024 highlights include:

- **New policies and trainings:** Menzies updated its diversity & inclusion (D&I) policy and launched training to raise awareness of sexual harassment and reduce the risk of occurrence.
- **Women in leadership:** The Menzies Women in Leadership Program aims to empower female employees and increase their representation in leadership. Over 100 women have completed the program to date.
- **Diversity in Succession:** Menzies added a gender and ethnicity diversity lens in its annual talent and succession planning review.
- **Inspiring the next generation:** Menzies and Women in Aviation International partnered to run a Girls in Aviation day. Girls from local schools took part in activities at London Heathrow, UK and Entebbe, Uganda, learning about the aviation sector and Menzies’ operations.

## Gender diversity in Menzies

### Women comprise:



**Goal:** 25% of senior leadership roles held by women by 2025

## Supporting refugees

Menzies is a member of the Tent partnership, a coalition of companies dedicated to increasing refugee employment. In 2024, Menzies became a founding member of Tent Mexico, took part in Tent job fairs, and held its first ‘Allies in Aviation’ event to connect with refugees and provide employability skills training. Through a newly formed collaborative relationship with the United Nations High Commissioner for Refugees (UNHCR), Menzies hopes to find ways to reach refugees, enhance workforce integration and improve labor mobility.

# Tackling environmental impacts

Menzies is the first major aviation services provider to set science-based targets and is currently preparing to meet its 2030 near-term GHG emissions reduction target. Scope 3 GHG emissions are a focus of the company’s decarbonization

strategy — primary contributors are the use of sold products, employee commuting, purchased goods and services, waste, and processes related to the fuel and energy Menzies uses.

## Reaching 2030 GHG emissions reduction targets

- As Menzies’ 2030 near-term GHG emissions reduction targets approach, the company is prioritizing the following decarbonization areas:
- **Electrification:** Menzies takes an ‘electric first’ approach when acquiring new ground support equipment, with 857 additions in 2024. Menzies has converted existing diesel machinery to electric at Los Angeles and Las Vegas airports. Eight baggage tractors were converted and placed into service in 2024, with 60 more planned for 2025.
  - **Waste:** Menzies monitors waste from its ground, cargo and fueling operations, with a key focus on cargo packaging waste, and is exploring circular reduction strategies. In 2024, Menzies’ waste-related Scope 3 emissions reduced due to improved data quality and increased recycling efforts. The company has set a target to achieve zero waste to landfill in cargo operations by 2026.
  - **Procurement:** Menzies requires all suppliers to agree to the sustainability criteria in its [Third Party Code of Conduct](#). Menzies engages its suppliers in the company’s sustainability goals and assesses suppliers against ESG criteria.
  - **Digitalization and data:** Menzies’ ESG 360 platform captures GHG emissions data and models physical risks, decarbonization pathways, and more. The company’s top suppliers are invited to contribute emissions data and Menzies uses this information in its Scope 3 measurements and to prioritize decarbonization levers.
  - **Environmental Awareness:** In 2024, Menzies updated its environmental policies and developed new Environmental Awareness training for all employees, released in early 2025. Certain employees also complete IATA Environmental Assessment (IEnvA) training.

2024 GHG emissions (tons CO<sub>2</sub>e)

Scope 1: 96,273 (87,593 in 2023)

Scope 2: 16,037 (16,231 in 2023)

Scope 3: 221,273 (NA in 2023)

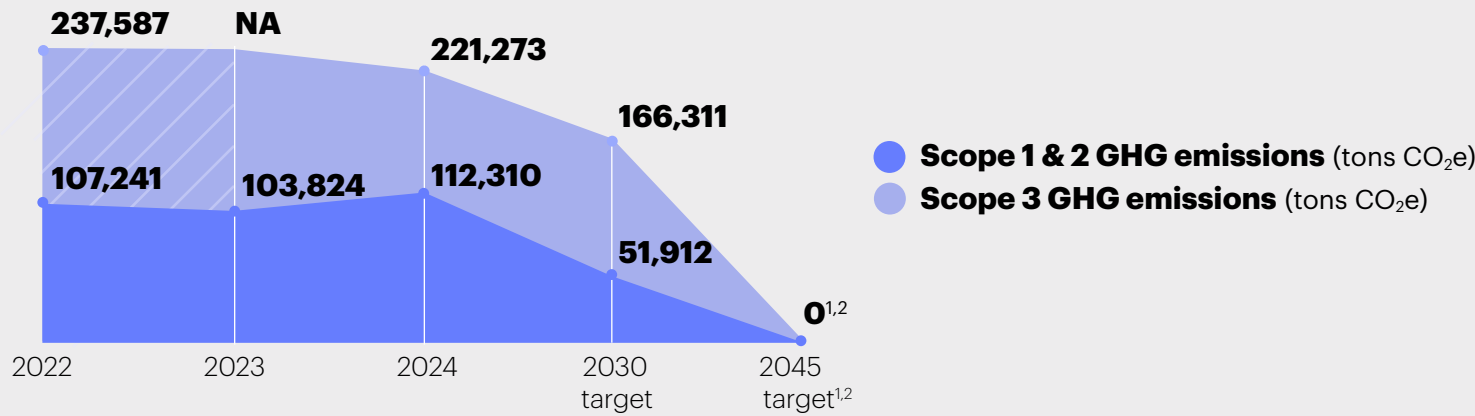
Menzies is working to achieve **25%** global motorized electric ground support equipment (GSE) by 2025.

**Progress in 2024: 22%.**

### Science-based emissions reduction targets

By 2030:  
Reduce Scope 1 and 2 GHG emissions by **50%**, and Scope 3 by **30-42%**, from a 2022 baseline

By 2045:  
Achieve **net-zero** GHG emissions across Scopes 1, 2 and 3, from a 2022 baseline



1. Scope 1 & 2: 95% GHG emissions reduction from a 2022 baseline, with the residual 5% of emissions removed.  
2. Scope 3: 90% GHG emissions reduction from a 2022 baseline, with the residual 10% of emissions removed.





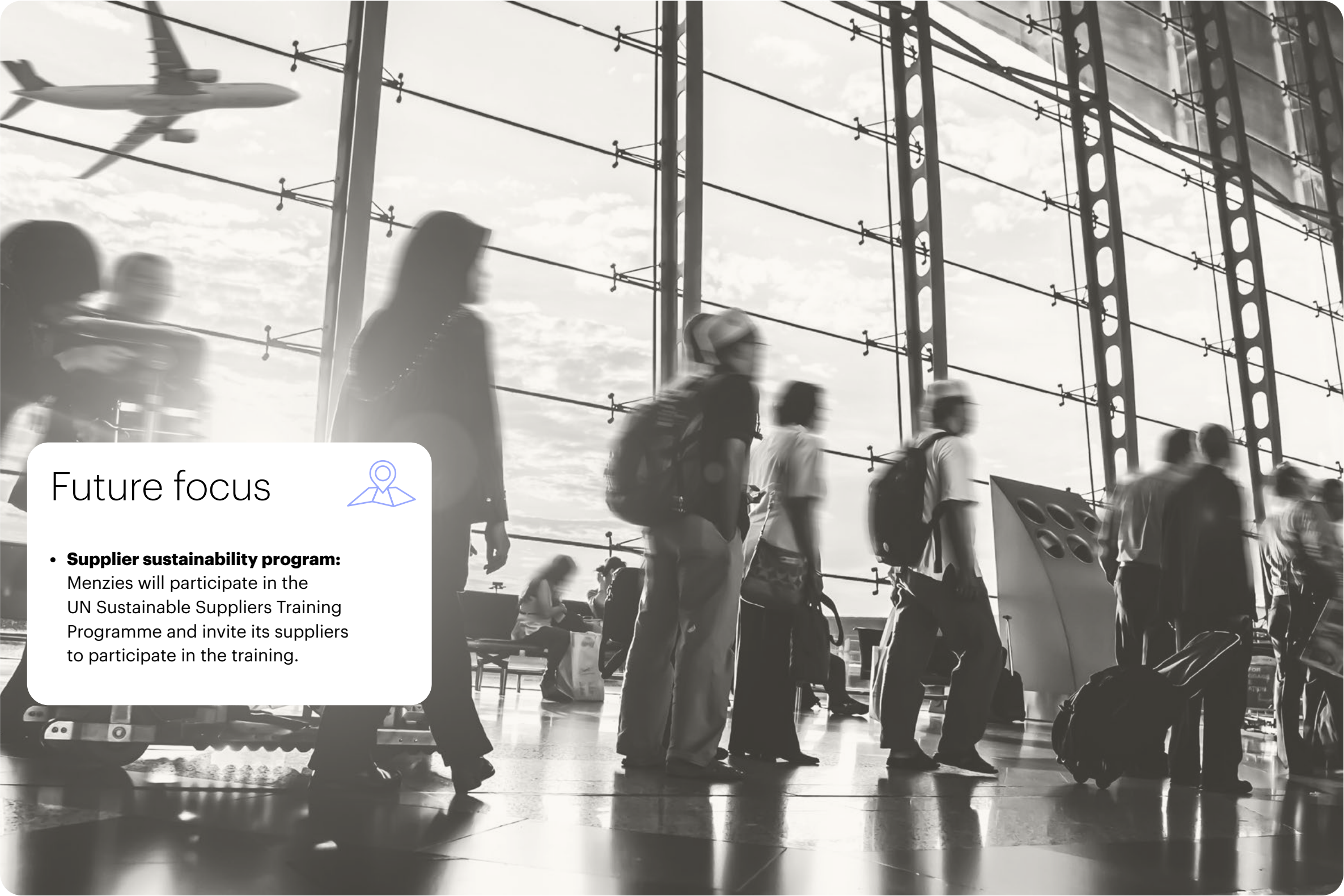
Fully electric turnarounds

Menzies partners with airports and airlines to perform fully electric turnarounds — the processes between an aircraft’s landing and next take off — at several locations across Europe every day. In 2024, Menzies began fully electric turnarounds with Air Serbia at Belgrade Nikola Tesla Airport, Serbia.

Investing in sustainable development projects

Menzies supports a range of sustainable development projects, including restoring Kenyan mangroves, protecting Borneo peatlands, and providing communities with solar power.<sup>31</sup> In 2024, Menzies continued working with Trees for Life, Save the Med Foundation, and Climate Impact Partners, and formed new partnerships with Fort Worth Nature Center & Refuge and Landcare Australia.

1. Menzies does not include carbon credits in its GHG emissions accounting.



Future focus



- **Supplier sustainability program:** Menzies will participate in the UN Sustainable Suppliers Training Programme and invite its suppliers to participate in the training.



# Tristar



### Awards

**Golden Peacock Global Award** for Sustainability 2024 from the Institute of Directors, India

Received three **Royal Society for the Prevention of Accidents (RoSPA)** Health and Safety Awards

Dubai Chamber of Commerce **ESG label**






Environmental, Social, and Governance (ESG) Excellence Award (5 Star rating) from the **International Best Practice Competition**

## Key facts

Headquarters:  Dubai

Geographic reach:  **32** countries

Key customers:  Large companies  
 Intergovernmental organizations  
 International peacekeeping operations

Activities:  Fuel logistics solutions (including road and maritime transportation)  
 Fuel farms  
 Commercial aviation refueling  
 Remote fuel supply  
 Specialized warehousing

Sustainability commitments:  UN Women's Empowerment Principles  
World Economic Forum First Movers' Coalition  
Faster Forward Initiative by UNGC

**Tristar** provides end-to-end fuel logistics solutions to major companies and intergovernmental organizations. It is a key supplier to international peacekeeping operations, providing critical services to support global efforts to keep the peace in fragile regions. The company continues to grow, entering the Sri Lankan market in 2024.

Sustainability is fundamental to Tristar's 'business for purpose' ethos. The company's sustainability roadmap includes its key environmental, social and governance impacts, with short- and long-term goals to track progress. Tristar also aims to positively impact its local communities by creating jobs, education opportunities, and safety campaigns — supporting the economic growth of the regions where it operates.

### Engaging with key stakeholders

- **Engages** customers in sustainability and supports the green transition across emerging markets
- **Supports** the Kingdom of **Saudi Arabia's Vision 2030** through sustainability initiatives that support the nation's ambitions to develop a vibrant society and thriving economy
- **Partnered** with the UAE government to create countrywide sustainability targets, and has adopted the targets within Tristar



# Prioritizing employee and community safety

Tristar prioritizes health and safety in all operations. The company develops its employees on road safety and follows a consistent process of incident reporting, remediation, and learning from experiences. A road accident resulted in the tragic loss of seven employees and left three other employees injured. This accident occurred while these employees were returning to their accommodation in a rented passenger vehicle after completing their work shift. According to the initial police report, the accident took place when another driver, under the influence of intoxicating substances, struck the passenger vehicle from behind at high speed. This unfortunate incident, which occurred due to events and actions beyond Tristar’s control, once again reiterates the critical importance of road safety and disciplined driving for all road users, not just professional drivers. Of the employees that were injured, two have recovered and resumed their duties while the third is still recovering.

## Road safety

Tristar encourages safe road practices in emerging and pioneer markets through training initiatives and local partnerships. The company is a principal member of the Dubai Chamber Road Task Force.

In 2024, Tristar launched the ‘Teach them Young’ campaign, running workshops in schools to encourage safe road habits. The UAE Ministry of Education invited Tristar to organize ‘Teach Them Young’ sessions at the National Science Technology and Innovation Festival, where it ran a Kids Traffic Arena.

## Safety at Sea

Tristar is a signatory of the Neptune Declaration and has hosted the annual Safety at Sea conference since 2019. In 2024, the conference brought together seafarers, government authorities, diplomats, industry leaders and professional sailors to discuss seafarer mental health. Nearly 500 seafarers participated virtually. Tristar also works with specialists such as the Sailors’ Society to improve seafarers’ mental health.

Key 2024 safety data

100%

of eligible employees completed **operational health & safety training (100% in 2023)**

0.11

**recordable injury rate** (0.01 in 2023)

0.04

**high consequence** injury rate (0.00 in 2023)

7

fatalities (0 in 2023)

# Reducing GHG emissions

Operating in energy and logistics, decarbonization is a vital focus area for Tristar. In 2024, Tristar finished its analysis of greenhouse gas (GHG) emissions hotspots, which highlighted maritime emissions, energy efficiency, and procurement as key areas to tackle.

## Employee education

Tristar held an internal climate change workshop in 2024, using a tailored card game to engage 60 employees in leadership roles on climate science. It enabled them to understand their contribution to achieving Tristar’s climate goals and how to take personal actions to reduce GHG emissions.

## Reducing GHG emissions

In 2024, Tristar launched its net-zero roadmap, taking account of Science Based Targets initiative (SBTi) guidance and global climate standards. The roadmap focuses on improving energy efficiency and transitioning to cleaner fuels and energy sources. As a member of the Global Logistics Emissions Council (GLEC) and a founding member of the World Economic Forum’s First Movers Coalition (FMC), Tristar is committed to the following industry-wide goals:

- **5%+** of deep-sea shipping to be powered by zero-emitting fuels by 2030
- **30%** of heavy-duty and **100%** of medium-duty truck purchases to be zero-GHG emissions by 2030.

Climate goals

Reduce absolute GHG emissions for Scopes 1, 2 and 3 by **22.1%** by 2030 and by **79.6%** by 2050 from a 2021 baseline

Reduce GHG emission intensity from sold fuels to **58.8** gCO<sub>2</sub>e/MJ by 2030 and **20.7** gCO<sub>2</sub>e/MJ by 2050

2030

2050





Minimizing land emissions

- **Biofuel:** Tristar is increasing biofuel use, which now comprises 20% of Tristar’s total UAE land transport fuel — avoiding 465 tons of CO<sub>2</sub>e emissions compared to conventional fuel.
- **Renewable energy:** Tristar is increasingly adopting renewable energy in its warehouses. The company’s two solar energy projects produced 1,459,582 kWh of energy in 2024, avoiding 650 tons CO<sub>2</sub>e — equivalent to taking 141 vehicles off the road for a year. Tristar’s Scope 2 GHG emissions have reduced by 52% since 2021 as a result of its increasing renewable energy adoption.
- **Electrification:** 60% of Tristar’s administrative vehicles in Dubai are electric. The company is also exploring the best routes to electrify its heavy machinery — suitable options should become clearer as relevant technology matures.
- **Energy efficiency:** Tristar is working to make its operations more efficient. The company plans to adopt ISO 50001 certification in 2025 for its UAE operations.



Minimizing maritime GHG emissions

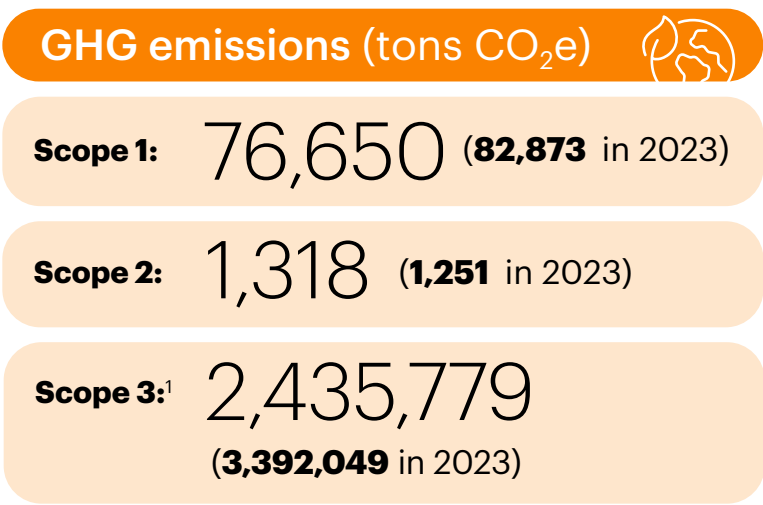
- **Current ships:** Tristar is optimizing routes and fuel efficiency to reduce maritime GHG emissions. The company monitors these emissions using a Carbon Intensity Indicator rating to identify options to improve energy efficiency. Tristar’s fleet complies with the Energy Efficiency Existing Ship Index (EEXI) and the International Maritime Organization (IMO) Standards.
- **New ships:** Tristar is improving the energy and battery capabilities in its new ships. The company is building the first hybrid electric oil barge in partnership with the First Movers Coalition, which is designed to run on 100% biofuels and will produce 50% lower GHG emissions compared to traditional barges. Tristar is also partnering with technology company Wärtsilä to create two highly efficient tankers that can run on biofuel.
- **Regulations:** Tristar is ready for the FuelEU Maritime Regulation that comes into force in early 2025 and is preparing for the EU Emissions Trading System regulation.

Sustainable procurement

Scope 3 accounts for 97% of Tristar’s total GHG emissions. The company’s new green procurement strategy focuses on:

- Engaging suppliers in Tristar’s environmental ambitions and encouraging them to measure their impact.
- Implementing scorecards to prioritize sustainability when making purchasing decisions.

By 2027, Tristar plans to source from Tier 1 suppliers that align with its green procurement requirements. Tristar’s Scope 3 emissions decreased by 28% in 2024, primarily due to calculation improvements and certain maritime assets falling outside of the boundary of Tristar’s reporting scope.



Championing people

Human rights and fair labor

Tristar trains all its employees on human rights and fair labor, and encourages them to report unethical behavior through the company’s anonymous whistleblowing channel. The company thoroughly investigates the reports it receives, and addresses confirmed incidents.

Diversity and inclusion

In 2024, Tristar began to formalize its approach to diversity and inclusion into a companywide policy. Key focus areas are:

- **Gender equality:** Tristar is a signatory to the UN Women’s Empowerment Principles. The company runs initiatives to provide equal work opportunities, create inclusive environments, and increase female representation in leadership. In 2024, Tristar participated in the second phase of the Sustainable Development Goal (SDG) 5 Pledge honored by the UAE Gender Balance council. This pledge underscores the private sector’s commitment to advancing gender equality in the UAE and aims to increase women’s representation in middle and senior management roles to 30% by 2028.
- **Local hiring:** Tristar increased local hiring by 10% over the last three years, aligning with the UAE’s requirement for a 2% annual increase.

80% of Tristar operations have a sustainable waste management program in place (80% in 2023) → 13% reduction in water consumption compared to 2023.



# Governance

- **Reporting:** Tristar entered its 12<sup>th</sup> year of producing annual sustainability reports and continued to disclose through the CDP.
- **Assurance:** Tristar undertook 64 internal and external audits in 2024, including those focused on financial performance and governance, as well as certification-related assessments.



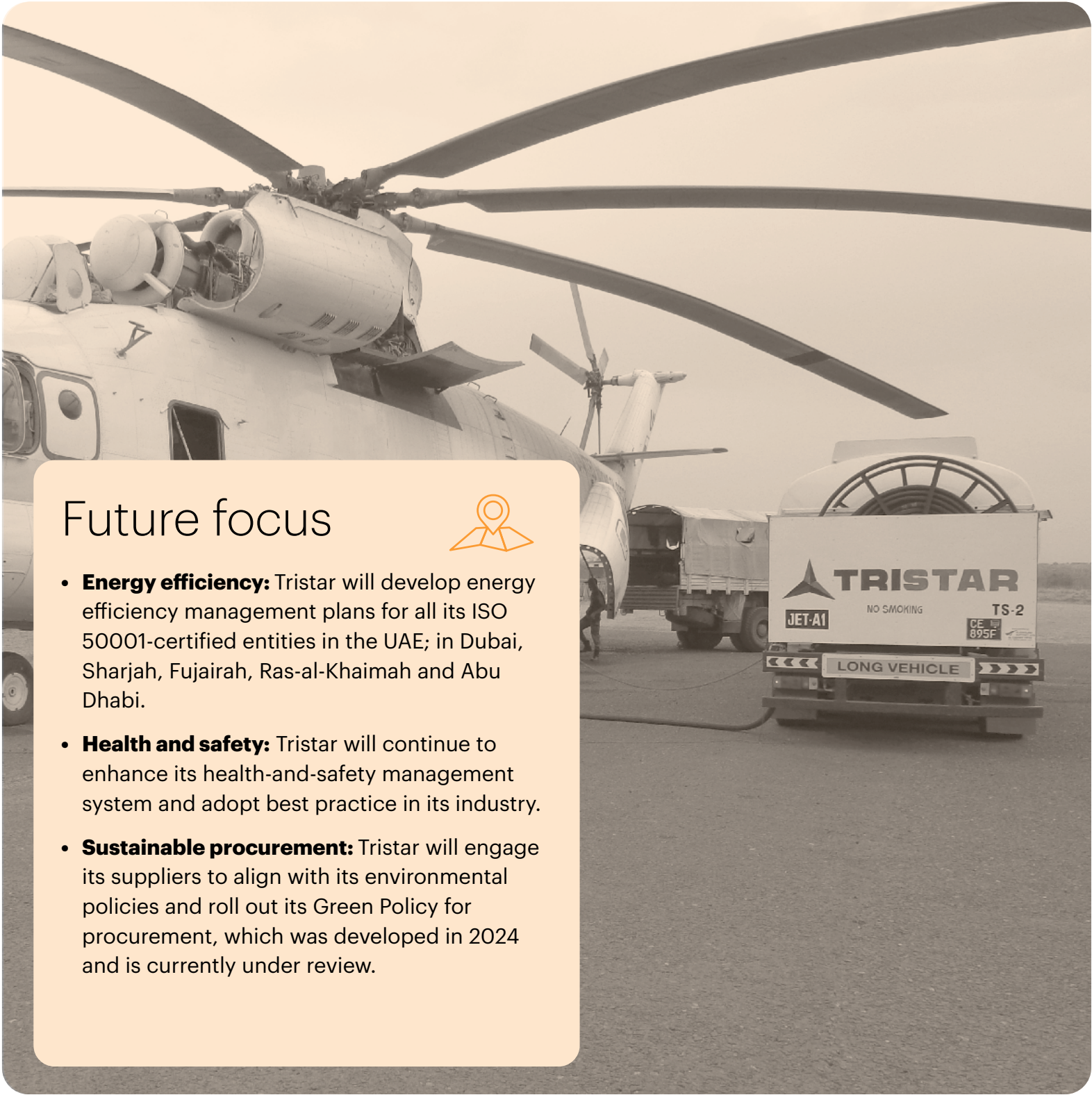
## Celebrating Breast Cancer Awareness Month

During Breast Cancer Awareness Month, women employees in Dubai and Pakistan attended a wellness session conducted by breast cancer initiative Pink Caravan and a medical specialist.



## Supporting local education

Tristar supported 2,000 students in Kenya and South Sudan by working closely with teachers to strengthen learning processes and create new digital computer labs.



## Future focus



- **Energy efficiency:** Tristar will develop energy efficiency management plans for all its ISO 50001-certified entities in the UAE; in Dubai, Sharjah, Fujairah, Ras-al-Khaimah and Abu Dhabi.
- **Health and safety:** Tristar will continue to enhance its health-and-safety management system and adopt best practice in its industry.
- **Sustainable procurement:** Tristar will engage its suppliers to align with its environmental policies and roll out its Green Policy for procurement, which was developed in 2024 and is currently under review.




# Agility Logistics Parks



## Key facts

Geographic reach:  **7** countries across Africa, the Middle East and South Asia

Activities:  Warehousing and light industrial parks built to international standards — used for commodities, storage, distribution, packaging, processing, e-commerce, and light manufacturing

Scale:  **680,000 m<sup>2</sup>** warehousing

**Agility Logistics Parks (ALP)** is one of the largest private owners, developers, and operators of Grade A warehousing and light industrial parks in Africa, the Middle East and South Asia.<sup>1</sup> In 2024, ALP expanded in Côte d'Ivoire, while in Saudi Arabia it completed a facility in Riyadh and began developing a new logistics park in Jeddah.

Guided by globally recognized sustainable building certifications, ALP develops facilities that meet international standards wherever they are located. Quality and sustainability are central to building design, with 24/7 security, power, connectivity and facilities management designed to reduce environmental footprint.

ALP warehouses and parks facilitate global trade by providing essential infrastructure, offering pre-built warehouses ready to move into. This helps businesses of all sizes enter high-growth areas and emerging markets safely, efficiently and in line with their individual sustainability goals.

## Designing for the environment

Sustainable building certifications like the Excellence in Design for Greater Efficiencies (EDGE) standard guide ALP's design approach. These standards are internationally trusted, increase demand for sustainable logistics facilities, and encourage investors to focus on long-term value. Sustainability features, such as energy-efficient lighting and water recycling systems, provide environmental benefits and operational cost savings.


ALP built the first EDGE Advanced-certified warehouse in Côte d'Ivoire and Mozambique, and will soon certify the first sites in Ghana as well. Globally, 15 of ALP's warehouses (43%) are EDGE Advanced certified or pre-approved, with 8 more beginning the certification process in 2024.<sup>1</sup>


1. Agility's Kuwait Logistics Parks sites are out of scope for this report, as of the listing of Agility Global on the Abu Dhabi Securities Exchange (ADX).




Warehouses EDGE certified or in progress

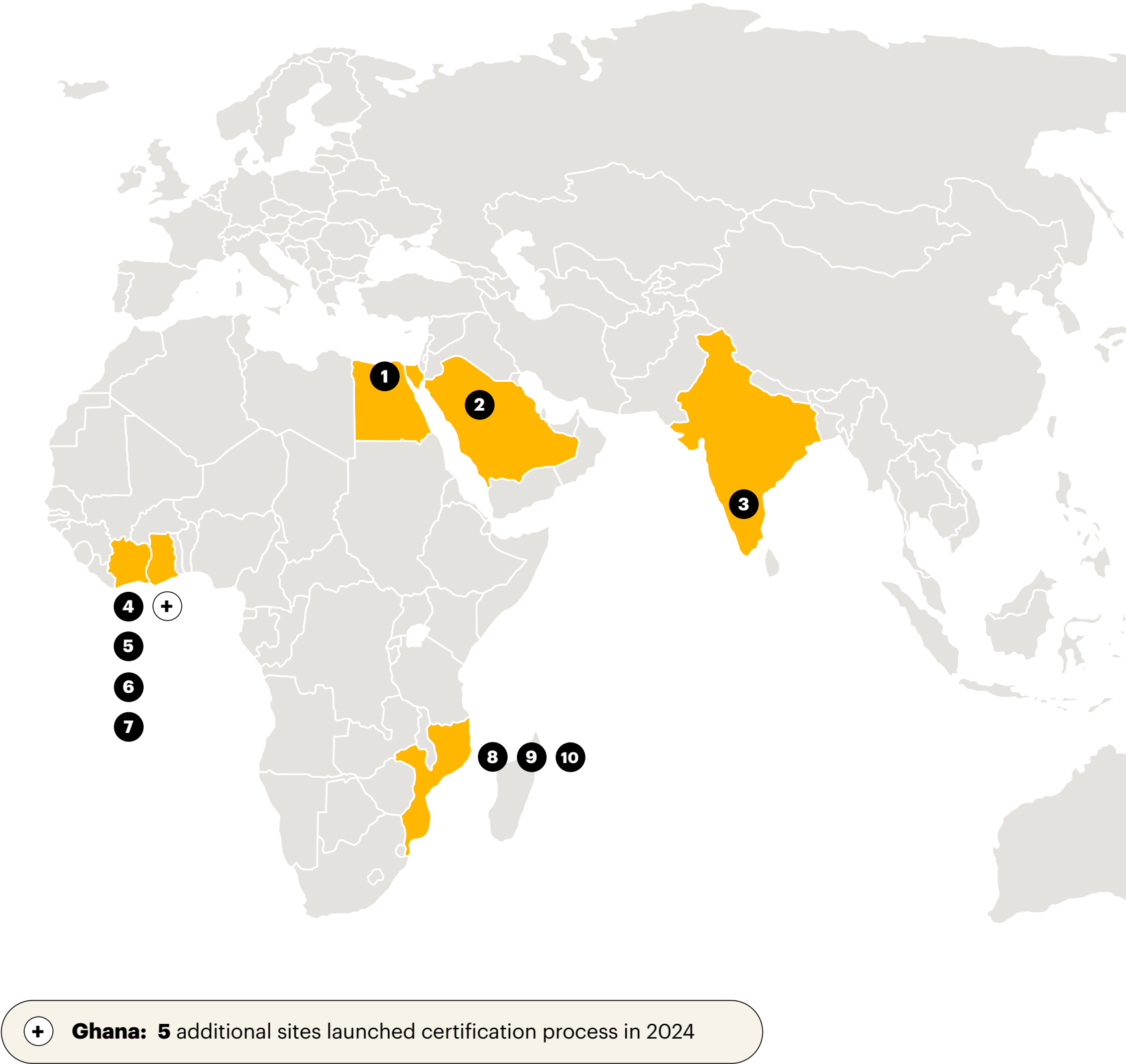
Compared to conventional warehouse designs

Operational energy savings

Operational water savings

Embodied carbon savings

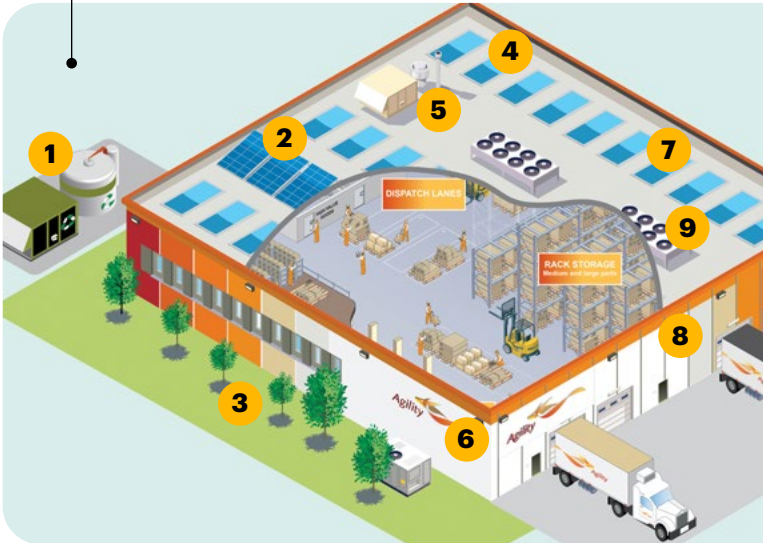
<div>1</div> <div>Cairo, Egypt<sup>1</sup></div> <div>Preliminary EDGE Advanced since 2023</div>	75%	28%	55%
<div>2</div> <div>Riyadh, Saudi Arabia</div> <div>EDGE Advanced since 2022</div>	44%	39%	66%
<div>3</div> <div>Bangalore, India</div> <div>Preliminary EDGE Advanced since 2024</div>	63%	71%	22%
<div>Abidjan, Cote d'Ivoire</div>			
<div>4</div> <div>Warehouse 1</div> <div>EDGE Advanced since 2023</div>	66%	53%	63%
<div>5</div> <div>Warehouse 2</div> <div>EDGE Advanced since 2023</div>	74%	54%	63%
<div>6</div> <div>Warehouse 3</div> <div>EDGE Advanced since 2023</div>	57%	57%	66%
<div>7</div> <div>Warehouse 4</div> <div>EDGE Advanced since 2023</div>	58%	57%	69%
<div>Maputo, Mozambique</div>			
<div>8</div> <div>Warehouse 1</div> <div>EDGE Advanced certified since 2024</div>	63%	40%	69%
<div>9</div> <div>Warehouse 2</div> <div>EDGE Advanced certified since 2024</div>	64%	44%	68%
<div>10</div> <div>Warehouse 3</div> <div>Preliminary EDGE Advanced since 2025</div>	66%	44%	69%



1. This site is a joint venture between ALP and Hassan Allam Utilities, trading under the name YANMU.

Key sustainability features of ALP’s warehousing

ALP aims to continuously improve, evaluating existing projects to optimize new designs and align sustainability features with evolving customer requirements.



- 1 Recycle zone**  
Support customers' efforts to minimize impact on the environment.
- 2 Solar panels**  
Designed to turn underutilized rooftops into sources of clean energy.
- 3 Xeriscaping and drought-tolerant plants**  
Reduce use of water in landscaping.
- 4 Skylights**  
Reduce electricity usage for daytime lighting.
- 5 Roofing and walls**  
Selected to ensure the greatest efficiency for the local climate. Dust-free indoor storage space. Repels heat, lowers indoor air temperature.
- 6 Low-emitting paint**  
Reduces health risks associated with emissions from conventional paint products.
- 7 LED lighting (interior/exterior)**  
Lowers environmental impact and reduces energy costs for customers.
- 8 Regionally sourced building materials**  
Reduce transportation-related greenhouse gas (GHG) emissions and boost local economy.
- 9 Wind-driven fans**  
Renewably powering air circulation.

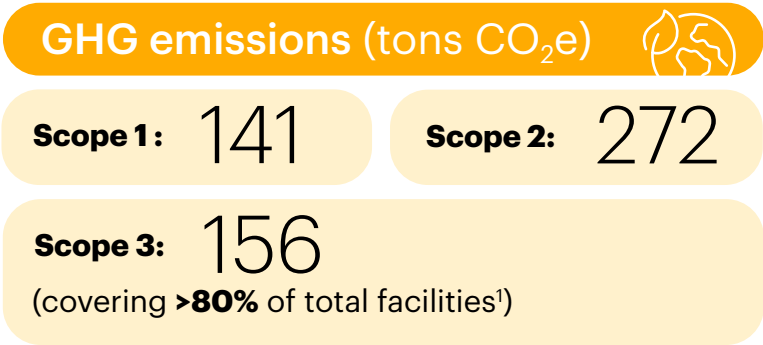
Designing for the future

Some environmental certifications for new warehouses require solar panels across the entire roof — sometimes over 20,000m<sup>2</sup>. This is not viable everywhere as ALP warehouses often consume far less energy than these installations would produce, and many regions do not currently permit selling or distributing power to the local grid. In these cases, the solar installations would create high monetary and embodied carbon costs without providing value.

ALP is working with certification organizations and local governments to develop solutions. Meanwhile, all new ALP warehouses are designed to be ready for solar panel installation as soon as this becomes feasible.

2024 environmental highlights

- **Incorporating a one megawatt solar plant into a new warehouse in India.** The plant will reduce power costs by 60% compared to using grid power and the energy will be shared with the facility’s future tenant. As India’s electricity grid relies heavily on coal, the plant is expected to avoid 1,180 tons CO<sub>2</sub>e annually – equivalent to planting approximately 54,100 trees.
- **Designing sites to increase natural light.** Reducing the need for artificial light.
- **Switched to LED lights in all warehouses.**
- **Water and waste treatment.** Three new water treatment plants in 2024 in Ghana, Mozambique and India, alongside a new sewage treatment plant and a new effluent treatment plant at two sites in India.
- **Reducing plastic waste.** ALP Saudi Arabia eliminated single-use plastic from its office.



ALP's total 2024 GHG emissions were 569 tons CO<sub>2</sub>e. This is not comparable with data reported for ALP from previous years, since the 2024 figures exclude sites in Kuwait, which are out of scope for this report.

**3,800 tons CO<sub>2</sub>e**  
Total operational GHG emissions savings per year from EDGE certified warehouses compared to conventional warehouse designs.

1. Includes ALP Africa and ALP Saudi Arabia, where the majority of ALP facilities are located.

# Empowering people to develop and thrive

## Fair labor and hiring practices

ALP assesses its operations for human rights and fair labor risks annually, and aims to train 100% of its employees on its fair labor requirements. Customized Agility Global programs support employee skills and knowledge development, with additional topics including employee rights and leadership development for management.

ALP prioritizes local hiring, which supports development and strengthens community relationships in operational locations. Local citizens make up all of ALP’s teams in Africa, where the company also encourages customers to hire locally by connecting them with community leaders.

## Health and safety

Agility Global’s corporate team manages ALP’s health and safety approach, aiming to create risk-free environments for employees and customers. In 2024:

- A company-wide risk assessment identified ALP’s key health and safety focus areas, with the aim to continuously strengthen performance.
- Protests in Mozambique triggered the ALP Business Continuity Plan, which helped to verify that the company is prepared for and resilient to potentially challenging operating contexts.
- 100% of eligible ALP employees participated in training on the company’s health and safety aims.

## Security

ALP prioritizes security across its parks. Each site has 24/7 CCTV monitoring, while a new access management system in Côte d’Ivoire requires vehicles and individuals to scan codes to enter. The system’s digital gateways track entrances and exits, showing who is on site and providing a secure environment for ALP employees, customers and visitors.

# Supporting local communities

## Local training

ALP conducts training initiatives to foster local talent and support communities, with 2024 highlights in:

- **Côte d’Ivoire:** 163 students trained in information and computer technology, digital marketing, entrepreneurship, and life skills, and agriculture and agribusiness.
- **Ghana:** Ongoing local training on construction methods and building standards. 82 women trained in digital skills such as artificial intelligence tools and digital marketing, in partnership with Sorenko Academy. 54 students trained in electrical engineering, in partnership with Oaida.
- **Saudi Arabia:** 300 students (50% female) supported to develop AI and entrepreneurial skills through INJAZ, and 60 people (75% female) trained on digital skills through Education for Employment.

## Social impact

- **Supports** Saudi Arabia’s Vision 2030 ambition by facilitating international trade.
- **Streamlines** foreign direct investment into countries of operation by providing prepared warehouses, reducing the time and capital required to enter the market.
- **Enhances** community and regional development by investing in local talent and prioritizing local hiring and procurement.
- **Invests** in local infrastructure to improve connectivity and logistics networks, such as by supporting road development.

# Responsible procurement

ALP’s procurement approach prioritizes sustainability and local suppliers, only sourcing outside of its operating regions when local sourcing is not possible. In 2024, ALP streamlined approval for new suppliers including supporting them to align with Agility Global’s sustainability goals. The company’s expanded supplier sustainability policies are shared throughout the procurement process and must be formally acknowledged before a supplier is approved.



## Future focus



- **Design:** ALP will continue to improve infrastructure design to increase sustainability, including by reducing plastic use, implementing water treatment plants where necessary, and designing for easy adoption of solar panels.
- **Procurement:** ALP will integrate data-sharing requirements into supplier contracts as part of a data-driven approach to sustainable procurement.



# Alliad



### Key facts




Headquarters:  Dubai

Geographic reach:  **14** countries

Activities:

-  Engineering and construction
-  Supply and logistics
-  Facilities management
-  Support services

Sectors served:

 Energy	 NGOs
 Mining	 Defense
 Peacekeeping	 Government
 IGOs	

Sustainability commitments:  UN Global Compact 

**Alliad** is a global leader in integrated services. The company plays a vital role in accelerating global development in emerging markets — from building critical infrastructure to providing essential supplies and services to organizations operating under severe conditions. Alliad aims to create long-lasting environments where businesses and local communities can thrive.

Previously GCC Services, Alliad’s 2024 rebrand reflects its expanded portfolio in emerging markets. 2024 also saw the start of Alliad’s operations in Papua New Guinea through a joint venture with a local landowning company, focusing on community development.

### Awards and recognition in 2024

**British Safety Council’s 2024 International Safety Award** with Distinction

#### African Peace Awards:

- **CEO Rashad Sinokrot** .....  
— Award for Sustainable Impact
- **Ugandan Country Manager, Aggrey Ashaba**  
— recognition in the Trailblazing Initiatives category
- **Vice President of Engineering & Construction, Luis Miguel Rodrigues**  
— Award for Impactful Projects





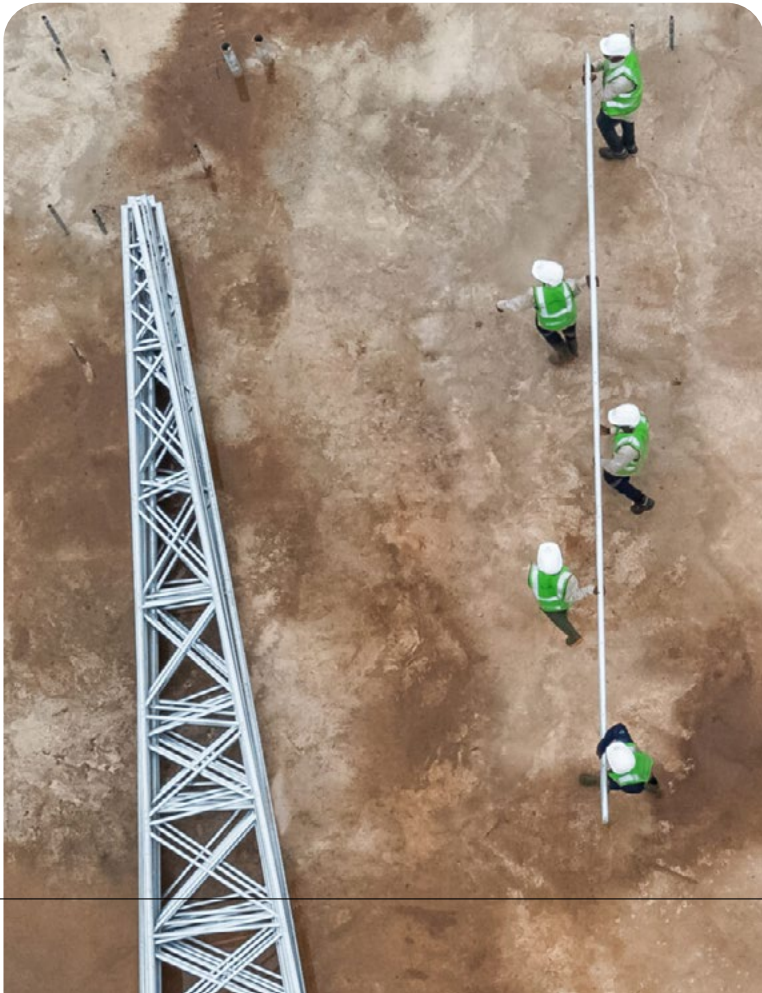
# Embedding sustainability for the long term

To build a strong foundation for long-term, resilient growth, Alliad has a combined focus on rigorous ethical and compliance practices, operational excellence, and sustainability. In 2024, the company strengthened and embedded its sustainability approach:

- **Published materiality assessment results:** Informed by the Global Reporting Initiative (GRI) standards, AA1000 and double materiality principles, the assessment identified [33 material topics](#) across three pillars — Economic & Governance, Environment, and Society — serving as a basis for Alliad’s future sustainability strategy and reports.
- **Developed a comprehensive sustainability policy:** The new policy aims to instill a culture of sustainability across all levels of Alliad and ensure operations are conducted responsibly and ethically, with all stakeholders in mind.
- **Released a first baseline sustainability report:** The report covers Alliad’s approach, actions, progress and goals across key sustainability areas and takes account of the UN Sustainable Development Goals (SDGs) and GRI Standards (2021).
- **Progressed sustainable procurement activities:** Thorough supplier due diligence supports human rights and fair labor practices across Alliad’s supply chain. The company prioritizes working with suppliers that adhere to its Fair Labor, Ethics and Supplier Codes of Conduct. In 2024, Alliad launched a new procurement platform to automate supplier onboarding and registration and streamline annual compliance checks. Suppliers are also required to fill out a questionnaire that includes environmental-, social-, and governance-related criteria.

## Alliad’s Supplier Forum 2024

In November 2024, Alliad held its **Supplier Forum in Uganda** to inform its local suppliers about sustainable supply chains, the company’s new onboarding platform, and community development plans. The event provided insights into Alliad’s clients’ standards and highlighted supplier opportunities, with the aim to cement relationships built on shared aims and support suppliers to maximize opportunities.



# Fostering an inclusive work culture

Alliad focuses on promoting a culture of inclusivity, safety, and wellbeing while providing opportunities for growth and development. The company’s learning management system ensures employees can access mandatory and voluntary training on topics including human rights in the supply chain, business ethics, fair labor practices, and human trafficking. As a UN Global Compact (UNGC) member, Alliad incorporates the Ten UNGC Principles into its employee orientation programs. In 2024, 98% of Alliad employees were trained on these topics.

Through its continued partnership with the social enterprise [Evolvin’ Women](#), in 2024 Alliad hired two women in the UAE and sponsored 30 women through a talent development program.





## Local hiring practices

As part of Alliad’s focus on strengthening local hiring practices, the company organized a pre-screening event in four villages near its operations in Papua New Guinea, to **identify potential candidates and assess the availability of local skills**. Alliad initiated training to equip candidates with the skills needed to perform their roles safely, while separate courses were offered to local villagers with the aim to build a capable and well-prepared workforce.

## Engaging employees



In 2024, Alliad conducted its biennial employee-wide survey to gain feedback, with **90% of employees participating (14% increase from 2022)**. Results (those who agreed or strongly agreed) included:

-  **95%** felt proud to work for Alliad (+3% from 2022)
-  **92%** said Alliad is a great place to work (+1% from 2022)
-  **92%** felt their job gives them opportunities to learn and develop (same as 2022)
-  **96%** understand how their role contributes to the company’s strategy and goals (+3% from 2022)



Health and safety in 2024



Alliad aims for zero injuries, fatalities, occupational illnesses, or significant incidents, as well as zero harmful impact on the environment. The company holds ISO 9001, 14001, 18001 and 22000 certifications covering >90% of employees.

**Progress:** In 2024, Alliad launched its Quality, Safety, Health & Environment (QSHE) platform which enables employees to report QSHE hazards or concerns via their mobile phones and tracks the progress of each report.

Achievements:

Tilenga project, Uganda

celebrated

**30 million**

working hours without any  
Lost Time Injury (LTI)

Tecnicas Reunidas Camp, UAE

has been honored by the  
**Abu Dhabi National Oil Company**  
(ADNOC) for achieving

**70 million**

working hours without any LTI

**Goal:** Train .....

**100 employees**

(managers and supervisors) on IOSH  
safety training, commissioned by the  
**British Safety Council** in 2025.

Reducing  
environmental impact

Alliad prioritizes energy and greenhouse gas (GHG) emissions reductions, waste and water management, and infrastructure resilience.

- **Energy and GHG emissions:** Alliad continued to focus on reducing emissions in 2024, with 63% of the company's electricity consumption powered by renewable energy. Alliad's total reported GHG emissions increased in 2024 due to improved data reporting.
- **Water:** In 2024, Alliad's water consumption decreased by 7%.

GHG emissions (tons CO<sub>2</sub>e)



**Scope 1:** 12,002 (11,342 in 2023)

**Scope 2:** 229 (376 in 2023)

**Scope 3:** 2,854 (2,716 in 2023)

Partnering for local impact



- **Community health campaigns:** Community awareness campaigns on a range of diseases, sexual health and gender-based violence, reaching 153 people in the Bouake region of the Côte d'Ivoire. A separate mpox campaign reached 50 participants from Alliad and local communities.
- **Distributing critical resources in schools:** Solar lamps installation at Côte d'Ivoire school sites, benefiting approximately 500 people in areas not connected to the national electricity supply. The Milk & School program across four schools in Papua New Guinea distributes milk products to students alongside educational talks on nutrition and milk production.



Future focus



In 2025, Alliad will take further steps on its sustainability journey, focusing on:

- **Training:** Implementing sustainability training modules, with a focus on carbon literacy.
- **Data reporting:** Conducting an audit to strengthen Alliad's data reliability and creating a sustainability dashboard to better highlight Alliad's position and progress.
- **Procurement:** Continuing to roll out the new platform to all Alliad's suppliers.
- **Commitment setting:** Developing new GHG emissions-related commitments for Scope 1 and 2.



# Shipa



The Shipa companies offer global ecommerce and transport logistics services to businesses of all sizes.

By enabling **seamless cross-border transportation of goods**, they help customers access the global economy, enhance economic resilience, and promote fair and free trade.



Shipa Ecommerce provides flexible technology solutions for worldwide trade. The company enables businesses to integrate supply chain partners, including air freight forwarding, customs clearance, and returns. Women comprise 18% of Shipa Ecommerce's total workforce.

### GHG emissions reporting platform



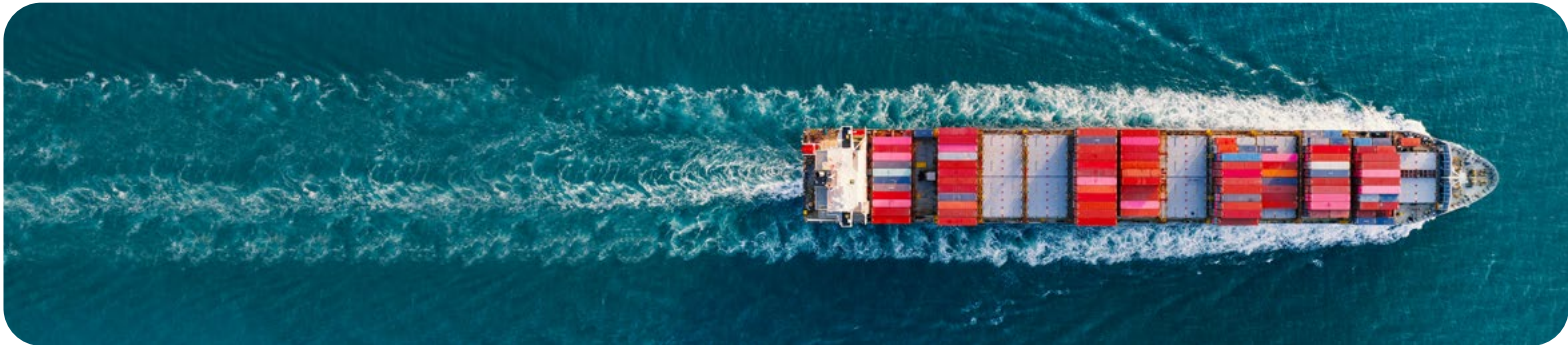
In 2024, Shipa Ecommerce implemented a **greenhouse gas (GHG) emissions reporting engine** to log emissions and energy consumption data for each parcel and container. The company is working to integrate emissions reports from its partners into the engine, with the **goal of providing regular reports to Shipa Ecommerce customers**.



Shipa Freight offers an online platform for international freight forwarding services, simplifying global logistics and facilitating trade for its customers. Shipa Freight operates paperless and holds most meetings online, reducing employee travel and associated GHG emissions. As the company expands, its focus on sustainability will also evolve, including development of solutions that enable customers to factor sustainability into delivery decisions.

In 2024, the company began its GHG emissions reduction journey by implementing key **internal policies** and launching a **GHG emissions calculation platform**. Going forward, Shipa Freight plans to use the platform to track customer emissions, helping them reduce the carbon footprint of their deliveries. Other highlights:

- Shipa Freight now requires **at least 20% of candidates interviewed for every role to be women**. Women comprise 28% of Shipa Freight's total workforce.
- In 2025, Shipa Freight plans to visit **all large suppliers** to understand their sustainability policies and discuss collaborating to drive a more sustainable future.







100%

of eligible employees have completed **operational health & safety training**

**Shipa Delivery** offers on-demand and cross-border logistics services for customers within the Gulf Cooperation Council region and globally. With a focus on innovation and collaboration, in 2024 the company maintained its focus on reducing environmental impact across its value chain while expanding employee and community engagement through development programs. Women comprise 7% of Shipa Delivery's total workforce.

## 2024 highlights

### Governance

- Reviewed and updated internal policies to strengthen alignment with Agility Global's sustainability frameworks and international best practices.

### People

- Initiated awareness campaigns and activities to educate and involve employees in Shipa Delivery's sustainability goals, focusing on reducing waste and adopting greener practices in daily operations.
- Provided health and safety training for all employees across Kuwait and the UAE.

### Community partnerships

- Provided mentorship and skill-building opportunities for young professionals through partnership with the Youth to Pro program.
- Collaborated with a leading UAE-based university to offer internships and training to MBA students across various departments.

### Procurement

- Engaged with suppliers to evaluate options for integrating more environmentally friendly products and materials into Shipa Delivery's operations.
- Conducted internal reviews to identify areas where sustainable procurement practices could be strengthened.

### Environment

- Reduced operational plastic waste by removing all plastic bottles from Shipa Delivery offices and using recycled pouches for packaging.
- Worked to reduce Shipa Delivery's carbon footprint via the AI-driven route optimization tool and electric vehicle adoption. The company will assess the results of the tool later in 2025.

### Health and safety incident

In 2024, Shipa Delivery experienced a tragic contractor fatality in one of its warehouses. The incident reinforced the necessity of adhering to policy, collective training, and auditing of all health and safety procedures. Agility Global provided immediate remediation actions and conducted training to enhance employee awareness of workplace health and safety. Shipa Delivery has since developed a comprehensive training roadmap to deliver awareness and training materials across all geographic and operational activities.

### GHG emissions (tons CO<sub>2</sub>e)

**Scope 1:** 3,356 (2,070 in 2023)

**Scope 2:** 77 (484 in 2023)

**Scope 3:** 917 (731 in 2023)



### Future focus

- **Expand the use of biodegradable packaging.**
- **Strengthen partnerships with eco-conscious suppliers.**
- **Launch new community-focused education, skill-building, and environmental conservation programs.**



# Agility Defense & Government Services



**Agility Defense & Government Services (DGS)** provides logistics and program management for governments, defense forces, humanitarian groups and peacekeeping missions in both stable and challenging environments. This includes managing 40,000 household moves a year for UK Ministry of Defence personnel. Headquartered in the US, the company operates from six regional hubs, reaching more than 50 countries. Key operations run out of DGS UK and much of the company's sustainability work has started from this location.

DGS remains focused on delivering excellent value for customers in a volatile world, while increasing its focus on sustainability to reduce environmental footprint, implement social value model initiatives, and meet growing customer interest in sustainability.

## Tackling environmental footprint

DGS is focused on decarbonizing its operations and reducing environmental impact where possible, including through:

- **Driving supplier sustainability.** Prior to awarding any work DGS UK requires all suppliers to complete an Environmental Code of Conduct assessment. Environmental provisions are included in annual Statements of Work and Service Level Agreements for suppliers to Europe and UK operations. Supplier disclosure requirements

include environmental impact management, spills prevention and response planning, ISO 14001 and similar certifications, energy efficiency actions and use of carbon credits. Where possible, DGS selects subcontractors that are carbon neutral, return energy to the grid, or use electric vehicles. It also uses national energy providers that provide partial or total renewable supply. The company supports implementation of initiatives at supplier sites, with recent examples including installation of an anaerobic waste digester, and a demonstration 'off-grid' facility that relies mainly on locally produced renewable energy.

- **Supplier support.** DGS UK conducts annual UK supplier roadshows, with topics including fleet management practices, waste management, and circular economy. On-site supplier inspections focus on enforcing strict environmental protocols to ensure risk mitigation.
- **Operational efficiency.** DGS controls its indirect office greenhouse gas (GHG) emissions by supporting behaviors such as turning off lights and equipment, and using public transport where possible. Most global meetings are conducted virtually to avoid unnecessary travel. The DGS UK team delivers annual employee environmental training.
- **US fuel storage operation.** DGS ensures its service providers adhere to a strict operations and maintenance program to ensure the safe management of a critical fuel supply depot located in an environmentally sensitive area. This includes protection of local biodiversity and

## Net-zero commitment



In 2025, DGS UK committed to meet a **2050 net-zero goal** and develop a Carbon Reduction Plan, under the UK Government's Social Value agenda.



water quality through minimizing chemicals use and focusing on spills prevention and response planning.



# Supporting people and communities

## Fair labor and human rights

DGS adheres to all Agility Global fair labor and human rights policies, including zero tolerance of any human rights violations. These standards are enforced through online training, leadership mentoring, and wider corporate Agility training initiatives. DGS reports in compliance with the UK Modern Slavery Act and its equivalent in the US, and adheres to its clients’ human rights policies for all contracts. The company requires all suppliers to participate in due diligence screening to confirm compliance with Agility’s human rights policies and reduce violation risks.

### External certification

DGS Europe has staff certified to **NEBOSH**, a globally-recognized Health, Safety, and Environmental qualification. Its operations are certified to ISO 45001, ensuring an effective health and safety management system. DGS UK has maintained ISO 14001 certification for its operations since 2015.

## Communities

DGS is dedicated to being a responsible and engaged community partner through its sponsorship of various local events and activities. Its aim is to foster a sense of community, empowerment, and support — creating a lasting, positive impact on the areas it serves. In the US, the company supports several veteran aid organizations including [Tragedy Assistance Program for Survivors \(TAPS\)](#), helping military families cope with the loss of loved ones. DGS UK sponsors local youth football programs designed to build skills and character, and since 2012

has supported [The Limbless Veterans Association \(BLESMA\)](#). Some DGS UK suppliers participate in the World Land Trust [Buy an Acre](#) scheme, which safeguards land for long-term tree growth.

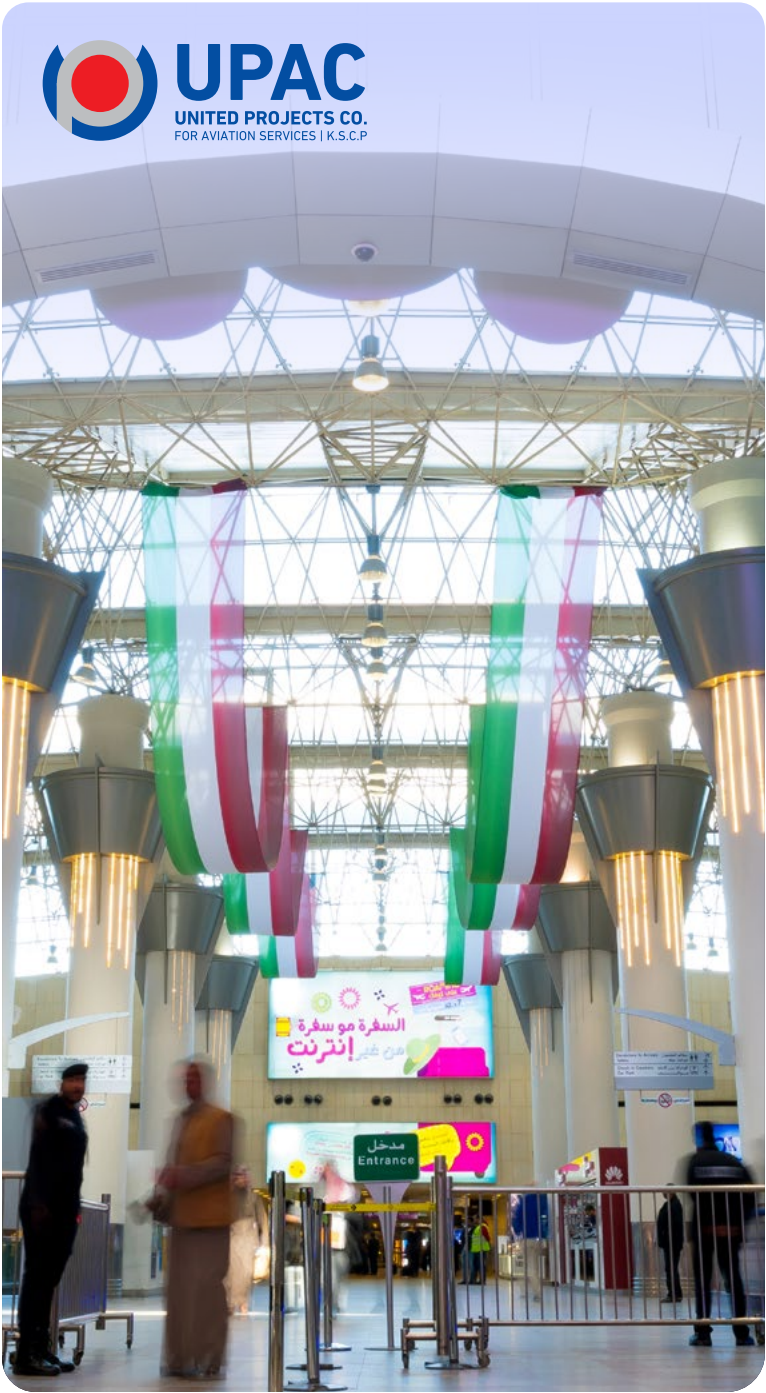
DGS remains focused on delivering excellent value for customers in a volatile world, while increasing its **focus on sustainability** to reduce environmental footprint, implement social value model initiatives, and meet growing customer interest in sustainability.

## Future focus



- **Supplier engagement.** DGS will strengthen its supplier sustainability program, including developing its supplier guidelines and GHG emissions targets, and actively encouraging environmental initiatives. The company will continue to engage with its suppliers to measure, report and manage impacts from packaging materials, use of lower GHG emissions vehicles, transport load optimization, energy efficiency, and emissions reduction.
- **Diversity and inclusion.** DGS, led by a female CEO, will continue to focus on gender diversity across its business and will report on progress in 2026.
- **Performance measurement and reporting.** DGS UK will continue to develop its performance measurement, with a focus on its net-zero GHG emissions and Carbon Reduction Plan commitments, diversity, and supply chain — starting with establishing a GHG emissions baseline across all scopes to enable annual emissions reporting. The company as a whole will further develop its social and environmental goals, commitments and reporting — supported by metrics and targets, and scaling up progress reporting in 2026.

# United Projects for Aviation Services Company



**United Projects for Aviation Services Company** (UPAC) is a leading facilities management and commercial real estate company operating in Terminal 1, Terminal 4, and the Sheikh Saad Terminal at the Kuwait International Airport. UPAC continues to work alongside Al Farwaniya Property Developments to manage the Reem Mall in Abu Dhabi. As a signatory to the UN Global Compact (UNGC), UPAC is dedicated to balancing corporate success and societal progress.

## 2024 Progress

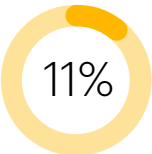
### Environment

- **Resource management:** Continued monitoring company waste and energy consumption using a digital sustainability software platform, reporting greenhouse gas (GHG) emissions data quarterly.
- **Recycling:** Manages operational recycling waste through an in-house program, in partnership with Omniya for Plastic Recycling. In 2024, 6,306 tons of waste were recycled.
- **Supplier procurement:** Included specific requirements for environmental preservation and GHG emissions reduction in RFPs sent to prospective vendors.

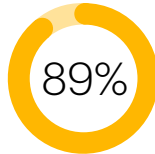
Water consumed (m<sup>3</sup>):  
**114,300**

### People

- **Training programs:** Invested in structured e-learning and on-job training for employees — covering ethics and compliance, technical management, and health and safety.
- **Health and wellness:** Participated in Agility Global’s Step Challenge, in collaboration with Wellbees and UNICEF, to promote employee health and social impact.



of total workforce is **female**



of eligible employees have completed **operational health & safety training**

### Communities

In 2024, UPAC participated in multiple community campaigns, including The Ocean Cleanup, the World Food Programme and World Breast Cancer Awareness Day — supporting humanitarian issues in Kuwait and globally.

### GHG emissions (tons CO<sub>2</sub>e)

**Scope 1:** 45 (67 in 2023)

**Scope 2:** 135 (99 in 2023)

**Scope 3:** 60 (52 in 2023)



### Next steps

**The Messila Beach Project**  
In 2024, UPAC signed a 17-year agreement with Kuwait’s Tourist Enterprise Company (TEC) to manage a 70,000 square meter multi-use beachfront, leisure and entertainment destination. As the project progresses, UPAC plans to enhance its sustainability efforts and services, implementing new policies and procedures to meet health, safety, and environmental standards.



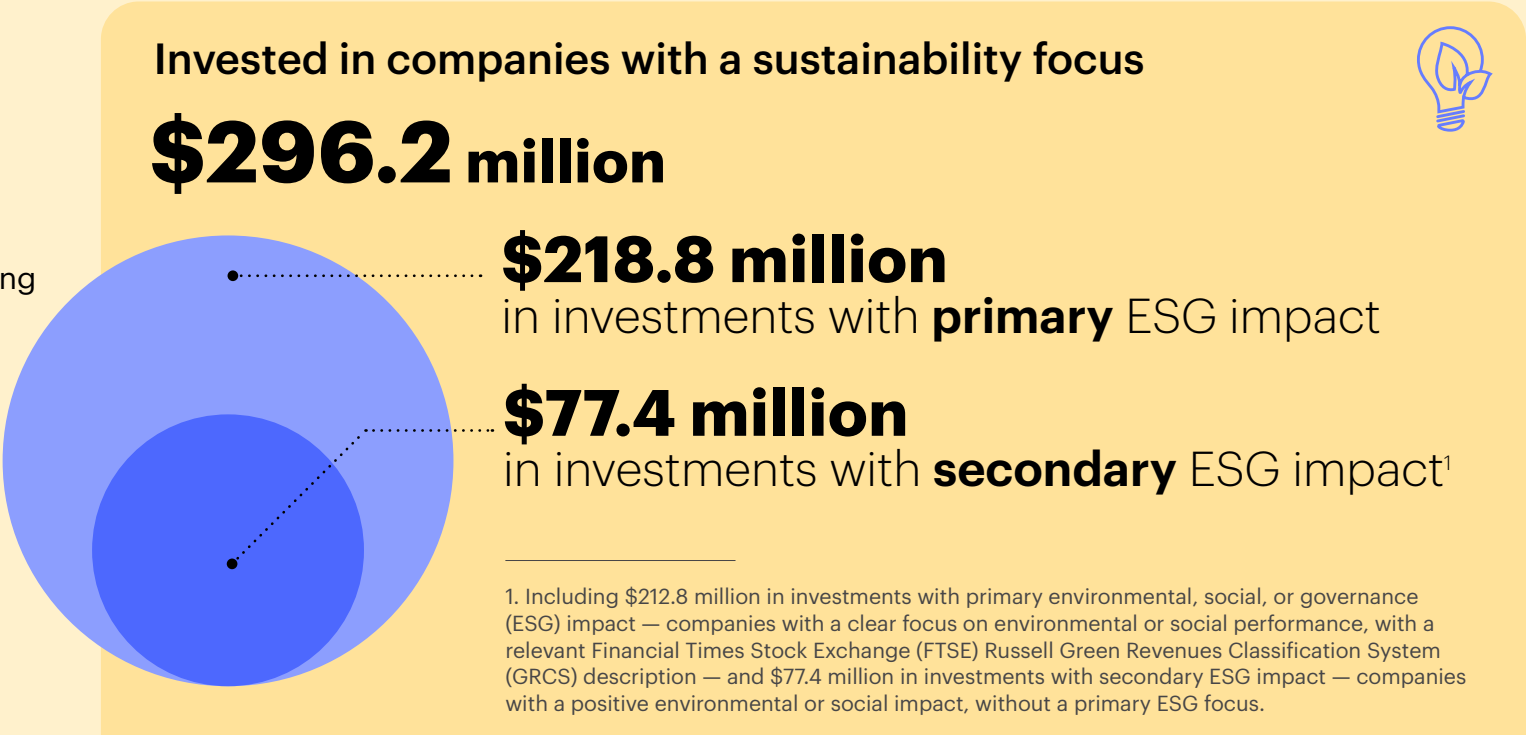
# Investing in the future

## Our approach to investment

Our investments portfolio spans a range of publicly listed and non-listed companies across various sectors, including supply chain, real estate, and emerging technologies. While these businesses are not controlled by Agility, many have a strong focus on ESG, either in their own operations or in their core service offering.

DSV, our largest investment (not controlled by Agility), is an [Ecovadis Platinum company](#). Our second largest investment, Reem Mall in Abu Dhabi, introduced new energy saving, water conservation, and waste management features in 2024, and is installing Loop EV charging stations in 2025.

Agility’s portfolio of emerging technology companies includes companies that are harnessing the rapid growth in clean energy across supply chains, driving supply chain resilience through digitization, and more. Our total ventures investment in companies with a primary or secondary sustainability focus at the end of 2024 was more than \$296 million.



# DSV, Denmark

**DSV** is a global transport and logistics company with approximately **73,000** employees in over 80 countries. We hold a 8% stake in DSV, making us one of its largest shareholders. In 2024, DSV agreed to acquire DB Schenker from Deutsche Bahn in a deal worth approximately **€14.3** billion. After closing the transaction, expected in Q2 2025, DSV will be the world's largest logistics provider and freight forwarder.<sup>1</sup>

DSV is dedicated to enabling sustainable growth through operational excellence, for its employees and the communities in which the company operates. It focuses on protecting human rights, ensuring employee safety, promoting a diverse and inclusive workforce, offering employee training and development, and supporting communities. Read more about DSV's [sustainability performance](#).

## Committed to decarbonization

**Net-zero targets:** In 2024, DSV submitted its 2050 net-zero target to the Science Based Targets initiative (SBTi) for validation.

**Decarbonization services:** DSV offers a suite of solutions to help customers reduce supply chain carbon footprints, including greenhouse gas (GHG) emissions reporting, supply chain optimization, sustainable warehousing, and alternative fuel offerings.

## DSV 2024 highlights

Launched first **CSRD-compliant report** in February 2025, supported by a refreshed double materiality assessment.

New **Responsible Sourcing Policy and Framework**, and **Global Citizenship Policy**.

**9.8%** reduction in Scope 1 and 2 GHG emissions from a 2019 baseline  
due to increasing renewable electricity share and energy efficiency efforts.

**35.5%** reduction in Scope 3 GHG emissions from a 2019 baseline.

**230,000+** employee training hours.

### DSV's ESG ratings



1. Read more about the acquisition on DSV's [website](#).





Abu Dhabi’s **Reem Mall**, open to the public since 2023, has sustainability at the heart of its design and operations. In 2024, Reem Mall launched the re-certification process for the ESTIDAMA Pearl standard, recognizing its environmental, social, and economic performance, with the updated certification expected by Q1 2025. The mall remains steadfast in its commitment to sustainability and customer experience, actively integrating lower-impact environmental features into its operations and community initiatives.

Operational features

Reem Mall continues to enhance operational efficiency and promote environmental stewardship. Highlights include:

- **Energy saving:** A range of energy management and smart monitoring systems enable Reem Mall to identify areas for optimization and implement energy reduction measures. For example, a lighting management system controls all areas of the building, enabling a 33% reduction in the car park’s lighting usage in 2024.
- **Waste management:** The mall’s expanded recycling program collects waste from daily operations and construction activities, separating it for efficient recycling. Non-recyclable materials are disposed of through a municipality-appointed waste company. In 2024, 399 tons of waste was sent for recycling.
- **Water conservation:** Water-saving technologies, such as regulating tap systems, have reduced water consumption by 74% per bidet shower/tap and 62% per wash basin tap. Recycling and reuse of greywater for landscape irrigation drives further reductions.

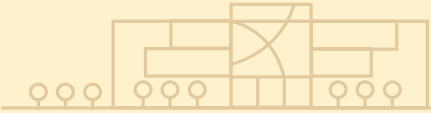
- **Sustainable transit:** A fully operational tram service has improved lower-carbon transit options for visitors and reduced dependence on personal vehicles. Reem Mall’s parking facilities are set to install more than 60 Loop electric vehicle (EV) charging stations over the course of 2025.

Tenant and shopper engagement

Reem Mall partners with its retail tenants to reduce energy consumption and support more efficient practices. Its tenant energy monitoring program helps identify areas of high energy use. Continuous dialogue with its tenants facilitates effective management of individual heating, ventilation and air conditioning (HVAC) systems — key to further energy reductions.

Earth Hour

Engaging shoppers is critical for driving Reem Mall’s sustainability ambitions. Each year, Reem Mall participates in global **Earth Hour** to raise awareness of climate change and promote action. In 2024, the management team and tenants implemented a plan to turn off non-essential lights and optimize the building’s heating and cooling equipment.



Future focus



- In 2025, Reem Mall will prioritize:
- **Increased renewable energy adoption.**
  - **Enhanced waste-to-resource programs.**
  - **Further integration of sustainable practices into the supply chain.**

# Ventures

Our corporate ventures arm, Agility Ventures, aims to transform supply chains by investing in technologies that drive resilience, efficiency, and impact.

We continue to survey our investees with an impact reporting questionnaire covering environmental and social data, using this information to inform our approach to managing investments.



## AiZtech, Canada

**AiZtech** applies breakthrough artificial intelligence (AI) and cutting-edge research in computer vision to power The iSelfie.ai, a digital health screening platform using selfie photos. It pre-screens individuals for various medical conditions, including heart-related issues like Blood Pressure or Heart Age and respiratory



## Loop, USA

**Loop** offers a suite of products designed to streamline the delivery of cost-effective electric vehicle (EV) charging infrastructure for public and private networks. Loop’s flagship Flex and Infinity systems can charge both passenger and commercial vehicles. The Infinity Flash is a fast charging station that provides up to [160 kilometers](#) of range in five minutes.

In August 2024, Loop opened a regional office in Abu Dhabi after its success in the US market, where it currently operates more than 6,700 chargers. This new location will support the growing demand for EV technologies in the region — for example the recent installation of 60 charging stations at the Reem Mall (see page [43](#)). The regional office will showcase Loop’s innovative charging solutions, and serve as the regional sales and future distribution hub.

Loop has policies and initiatives on human rights, ethics, health and safety, and human resources.

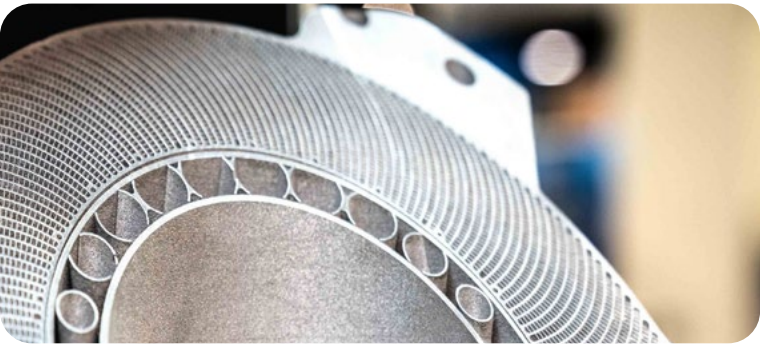
conditions like COVID-19, by detecting signature manifestations on the eye’s surface and the eye strip. Anyone can access the technology anywhere using a smartphone. No other device. No swabs. No chemicals. Results in seconds.

2024 progress:

- **National recognition:** Received recognition as a national finalist in the Best Canadian SME Company Awards in two categories — Best SME Company in AI and Best SME Company in Health & Wellness.

- **AI model development:** Developed a proprietary AI model to autonomously detect irregular heart rhythms. Clinical studies will launch in 2025.
- **Clinical validation:** Completed a two-year clinical study in partnership with the Saudi Ministry of Health and the National Heart Center. The iSelfie.ai platform demonstrated comparable accuracy in measuring digital biomarkers of cardiovascular diseases to medical-grade benchmarks.

The iSelfie.ai platform will commercially launch in 2025.



## Hyliion, USA

**Hyliion** designs, develops and sells modular power plants for stationary, mobile, or marine use. The KARNO Power Module can run on multiple fuel sources, ensuring adaptability to a changing energy economy and producing clean, efficient electricity. In 2024, Hyliion was awarded:

- A \$6 million federal grant to install up to 2 megawatts of KARNO Power Modules, to help reduce oil and gas industry GHG emissions.
- A \$15 million+ contract to develop its KARNO Power Module for US Navy ships, helping reduce maintenance, fuel consumption, and GHG emissions.

In early 2025, Hyliion’s Founder and CEO, Thomas Healy, participated in a World Economic Forum panel discussing the intersection of technology and the energy transition. He shared insights on the growing need for scalable, sustainable energy solutions to meet the demand for AI and data centers.



# About this report

## Publication date

31 March 2025

## Entities covered

This 2024 update on Agility Global’s sustainability progress covers activities and data for Agility Global’s controlled businesses during the year from 1 January 2024 to 31 December 2024. All data have been gathered from Agility Global’s controlled businesses, covering the full year unless otherwise stated, with relevant scope defined in each case.

## Data quality and coverage<sup>1</sup>

We have made every effort to ensure the accuracy of information and data presented herein, 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 detailed below and in other relevant places in this report. Find more detailed data in our latest Global Reporting Initiative (GRI) index.

- Financial figures are given in US dollars unless otherwise stated.
- We report 100% of Tristar's greenhouse gas (GHG) emissions, which had previously been reported at 65.12%, proportional to Agility's ownership share.
- We currently report Scope 1 and 2 GHG emissions for more than 98% of the company based on headcount. Reporting entities include Tristar, Menzies, ALP, and Alliad. The Shipa Companies partially report due to limited data availability. We use headcount as a proxy for operational impact because this typically correlates to the size of operations.
- We currently report Scope 3 GHG emissions for 96.0% of the company based on headcount in this report, including full Scope 3 GHG emissions for Menzies and Tristar and limited Scope 3 emissions for our other controlled businesses.
- Community impact reporting includes data from all Agility Global entities that reported any community engagement during the reporting period. For high-level sustainability indicators related to ethics, human rights, health and safety, workforce composition, and environment, we report on entities representing more than 99% of estimated operational footprint by headcount, and more than 95% of total revenue — this excludes sustainability impact data from DGS.

## External assurance

We have not pursued external validation for this report. Information presented in this report has been reviewed by relevant subject matter experts within Agility Global and signed off by the senior management team.

Our two largest owned and operated businesses, Menzies and Tristar, pursue external assurance for their own sustainability reports, which this report takes account of. Menzies and Tristar combined account for 96.0% of our headcount, 84.3% of our revenue, and 99.3% of our GHG emissions.<sup>2</sup>

## External frameworks

This report contains disclosures from the updated GRI Sustainability Reporting Guidelines. Read our latest GRI index, which is also mapped against the Abu Dhabi Securities Exchange (ADX) sustainability disclosures, and the International Financial Reporting Standards (IFRS) Foundation Sustainability Standards (including the Sustainability Accounting Standards Board (SASB) standards).

We align our sustainability efforts and reporting with the UN Sustainable Development Goals (SDGs), set by the UN General Assembly in 2015.



1. This report includes re-statements from the original report published on 31 March 2025.  
2. Agility Global holds a 65.12% stake in Tristar.

# Appendix: 2024 key performance indicators

The table right provides an overview of key 2024 data and metrics across some of Agility Global’s owned and operated businesses. These companies are the most material to our sustainability performance — combined they account for 98.5% of our headcount, 94% of our revenue, and 99.8% of our gross greenhouse gas (GHG) emissions — and have the most mature sustainability data collection processes.<sup>1</sup>



1. Agility Global owns a 100% stake in all its owned & operated businesses except Tristar, of which we hold 65.12%. Menzies accounts for 91.23% of our headcount, Tristar accounts for 4.75%, ALP accounts for 0.15%, and Alliad accounts for 2.33%.

2. Excludes Kuwait Logistics Parks data.

N/A= not applicable    N/R = not yet reported

		Menzies	Tristar	ALP <sup>2</sup>	Alliad
Governance and management systems	% assigned ethics training courses completed	70.0	95.0	65.6	93.8
	% of headcount covered by ISO 14001 or equivalent standard	13.0	71.6	0.0	78.3
	% of headcount covered by ISO 45001 / 18001 or equivalent standard	N/A	71.6	0.0	84.4
Health and safety	% of eligible employees that completed operational health & safety training	100.0	100.0	100.0	100.0
	Rate of recordable injuries	0.04	0.11	0.0	0.12
	Rate of high consequence injuries	N/A	0.04	0.0	0.01
	Rate of fatalities	0.0	0.2	0.0	0.0
Community investments	# of people that will benefit from community investments made this year	N/R	N/R	1,497	1,225
	% of people benefitting from community investments that are women	N/R	N/R	53.2	21.6
Gender	% total workforce that is female	29.0	3.9	10.3	10.3
	% of members of the highest governance body (External Board of Directors)	20.0	N/R	N/A	N/A
	% of senior leadership (Vice President, Sr. Vice President & Executive Management Committee)	24.0	0.0	0.0	0.0
	% of middle management (Manager to Sr. Director)	28.9	3.5	8.7	30.9
	% of junior / entry-level employees (below Manager-level)	29.0	3.9	11.5	25.7
	% of new hires	29.0	7.0	14.3	24.4



2024 key performance indicators - Continued

Aggregated data

N/A= not applicable    N/R = not yet reported

**Governance and management systems:** >80% of all eligible Menzies, Tristar, ALP, and Alliad employees have completed ethics and anti-corruption training, >90% of their combined headcount is covered by ISO 14001 or an equivalent standard, and >90% is covered by ISO 45001 / 18001 or an equivalent standard.<sup>1</sup>

**Health and safety:** >98% of all Menzies, Tristar, ALP, and Alliad employees assigned health and safety training completed it. More than 90% of Agility Global’s employees are working in operations with a TRIR of 0.04 or less. Tristar and Shipa Delivery had tragic incidents this year in which employees lost their lives — read more on pages [26](#) and [37](#).

**Community investments:** 284,397 people will benefit from community investments made this year by Agility Global, of which 51% are women.

**Gender:** Women represent 27.6% of Menzies’, Tristar’s, ALP’s, and Alliad’s combined total workforce, 17.9% of senior leadership, 19.6% of middle management, 27.6% of junior / entry-level employees, and 28.7% of new hires. Agility Global has 22.7% female representation on all its Boards or equivalent bodies, including all Agility Global companies that have such structures in place.

		Menzies	Tristar	ALP <sup>2</sup>	Alliad
Fair labor and human rights	% of eligible employees that completed human rights training <sup>3</sup>	69.7	100.0	79.8	83.3
	% of new suppliers onboarded by central procurement that have signed Fair Labor & Ethics Codes of Conduct	100.0	100.0	100.0	100.0
	% headcount in emerging and pioneer markets covered by human rights risks self-assessments	100.0	100.0	100.0	100.0
Environment	Water consumed (liters)	N/R	101,282,000	5,079,150	8,775,745
	Scope 1 GHG emissions (tons CO <sub>2</sub> e)	96,273.0	76,650	141.5	12,002.4
	Scope 2 GHG emissions (tons CO <sub>2</sub> e)	16,037.2	1,318.0	271.7	229.1
	Scope 3 GHG emissions (tons CO <sub>2</sub> e)	221,273.0	2,435,779.0	155.9	2,854.5
	Gross total GHG emissions (tons CO <sub>2</sub> e)	333,583.2	2,513,747.0	569.1	15,086.0
	% of total GHG emissions	11.6	87.6	0.02	0.5

**Fair labor and human rights:** Across Menzies, Tristar, ALP, and Alliad, >80% of all employees that were required to undertake human rights training in the last three years have completed it. 100% of labor suppliers in geographies with heightened risk of forced labor and human trafficking have signed the Fair Labor & Ethics Codes of Conduct.

**Environment:** Tristar, ALP, and Alliad — accounting for 7.24% of Agility Global’s headcount — consumed 115,136,895 liters of water. Menzies, Tristar, ALP, and Alliad emitted 2,862,985.3 GHG emissions (tons CO<sub>2</sub>e) in total (185,066.9 Scope 1, 17,856.0 Scope 2, and 2,660,062.3 Scope 3).

1. ISO certification figures include employees and contract workers.  
2. Excludes all Kuwait Logistics Parks data.  
3. Agility Global's goal is for 100% of employees to receive human rights training every three years.



# Agility Global Sustainability Report

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