

Building the Future

Agility Sustainability Report FY21



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A message from our CEO

The sale of Agility's Global Integrated Logistics (GIL) business to DSV made 2021 a watershed year for the company. GIL was our largest business by revenue, geographic footprint and number of employees, and the sale changed our business structure and model.

We're proud of what we accomplished with GIL. We built it into a global logistics company through acquisitions and organic growth, and an industry champion on environment, fair labor, and community investment. GIL employees worked tirelessly to keep cargo moving through the darkest, most uncertain days of the COVID-19 pandemic and ensuing supply chain turmoil. Dedicated GIL life sciences experts performed heroically to get urgently needed medical equipment, PPE, testing kits, therapeutics and vaccines to where they were needed around the world. In the midst of it all, GIL was again awarded an Ecovadis Silver rating, placing it in the top 11% of the industry for sustainability performance.

The sale of GIL made Agility one of DSV's largest investors. We feel confident that this legacy of sustainability stewardship is in good hands with DSV, which is itself an Ecovadis Gold company.

Today, Agility is evolving and so is our sustainability strategy. We are a multi-business operator and long-term investor. As of end of 2021, 44% of our assets are in businesses we own and operate, and 56% are comprised of minority investments in established businesses and technology ventures.

As a result, from a sustainability perspective, we are looking at 2021, 2022 and 2023 as transition years as we reset and build a strong new foundation in our owned businesses, while sharpening our approach to ESG where we choose to invest.

What does not change is the commitment we make to our people, our communities and our planet. Sustainability has been a core part of our culture, strategy and vision for the past 15 years.

We continue to invest in Agility communities around the world. In Ghana, for instance, we fund job and skills training academies. Elsewhere, we are refurbishing and building schools or providing online education for students who could not attend school because of the pandemic. In 2021, we supported programs that provided schooling or training to more than 500,000 young people. At the same time, we remained committed to our long-term partnership with the UNHCR and contributed to initiatives that it undertook to help more than 4,000 refugees from Syria, Myanmar and South Sudan.

On the environmental front, this report outlines steps we've taken to reduce our impact and join forces with customers, industry counterparts, and governments to combat climate change. One that deserves to be singled out is our founding membership in the First Movers Coalition, a group of global companies that pledge to develop, commercialize and scale the technologies needed to slow and halt the catastrophic effects of CO₂ emissions.

We are committed to fair labor and human rights, health and safety, and an inclusive workforce. We are working on rolling out our fair labor standards across all businesses, training our employees on fair labor, and auditing our largest emerging markets operations by 2025. We're also working to expand the percentage of our workforce covered by ISO health and safety management systems and certifications.

When it comes to equity for women, we have expanded our advocacy and engagement by signing up to the United Nations Women's Empowerment Principles. Although we are still in the early days of our journey, we have begun to integrate gender into Agility's management reporting and people processes.

As an investor, Agility has provided \$139 million of capital over the last several years to companies with business models designed to deliver environmental, social and governance benefits. Our ventures arm has invested in technology companies that are decarbonizing transportation, cutting emissions with innovations that radically increase cargo and transportation efficiency, and driving more inclusive mobility systems.

Like many other companies, we believe in the need to conduct business in ways that serve the needs of an array of stakeholders. That's why, in 2021, we signed onto the World Economic Forum's Stakeholder Capitalism Principles. The aim is to sharpen the metrics we use to assess the long-term value that we create

for customers, suppliers, employees and communities, in addition to shareholders.

We are committed to building a future where global supply chains are smarter, greener, fairer, and more resilient.



Tarek Abdulaziz Sultan Al-Essa
Vice Chairman and CEO

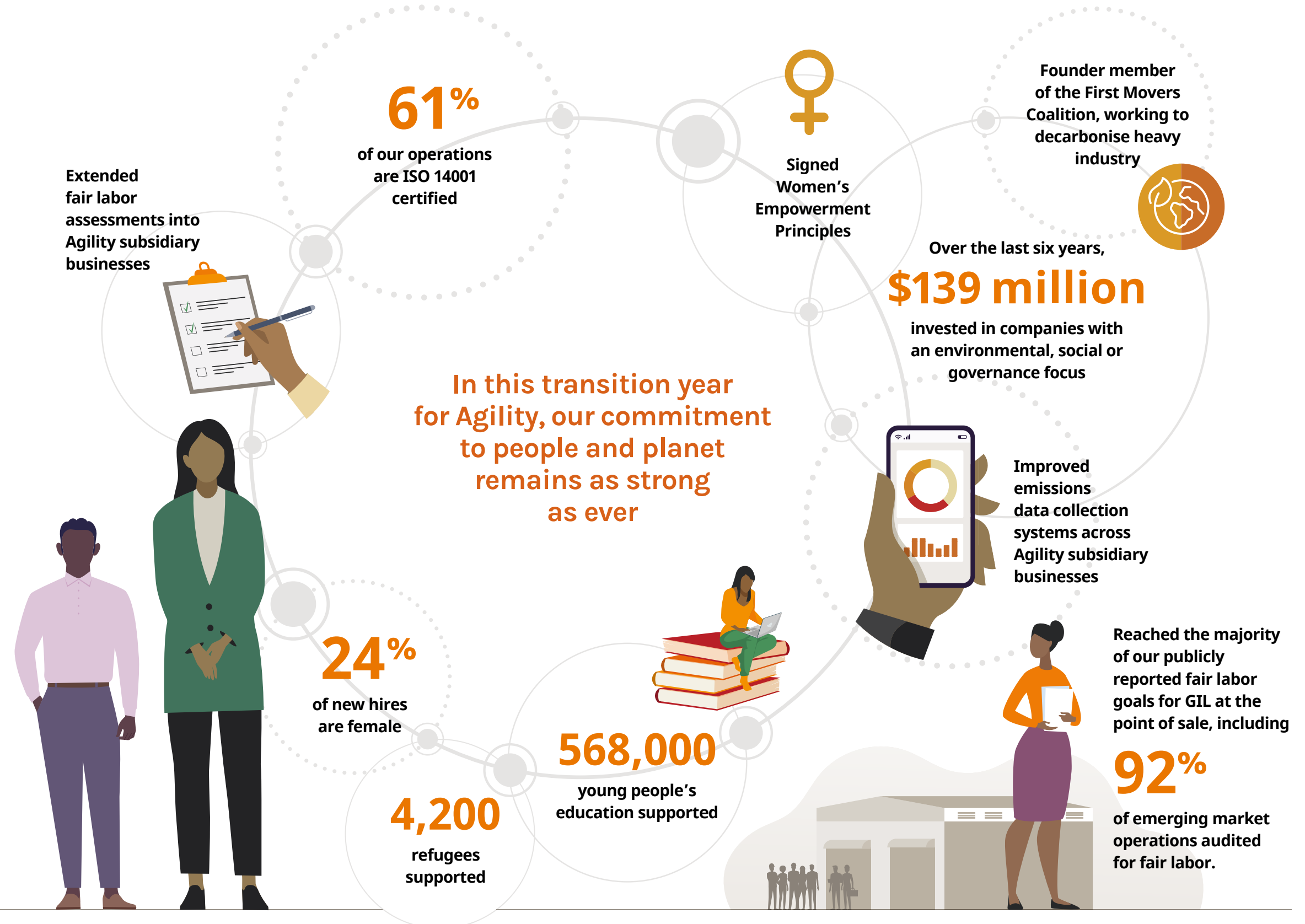
Agility in 2021

A year of change for Agility

This 2021 Sustainability Report describes Agility's approach to key sustainability issues and shares our performance against these for financial year 1 January 2021 – 31 December 2021.

2021 was a year of significant organizational change for Agility. We sold our core commercial logistics business, Global Integrated Logistics (GIL), to logistics and transport company DSV in an all-shares transaction. Agility took an 8% stake in DSV, becoming the second largest shareholder in the world's third largest freight forwarding company.

The transaction changed the structure of our company and requires us to refocus our sustainability efforts. Our commitment to people and planet remains as strong as ever, and this report represents a period of transition as we reset the baseline for our continuing operations. Our company will continue to evolve, and we will update our data, targets and reporting focus to reflect this in the coming years.



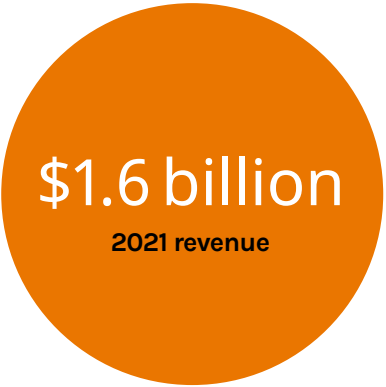
Figures on this page do not include GIL data, with the exception of refugees supported, young people's education supported, and fair labor audit data.

About Agility

Agility is a global leader in supply chain services, infrastructure and innovation, and a pioneer in emerging markets. Publicly listed on the Kuwait stock exchange and the Dubai Financial Market, the company had a market capitalization of around \$7 billion at the end of 2021.

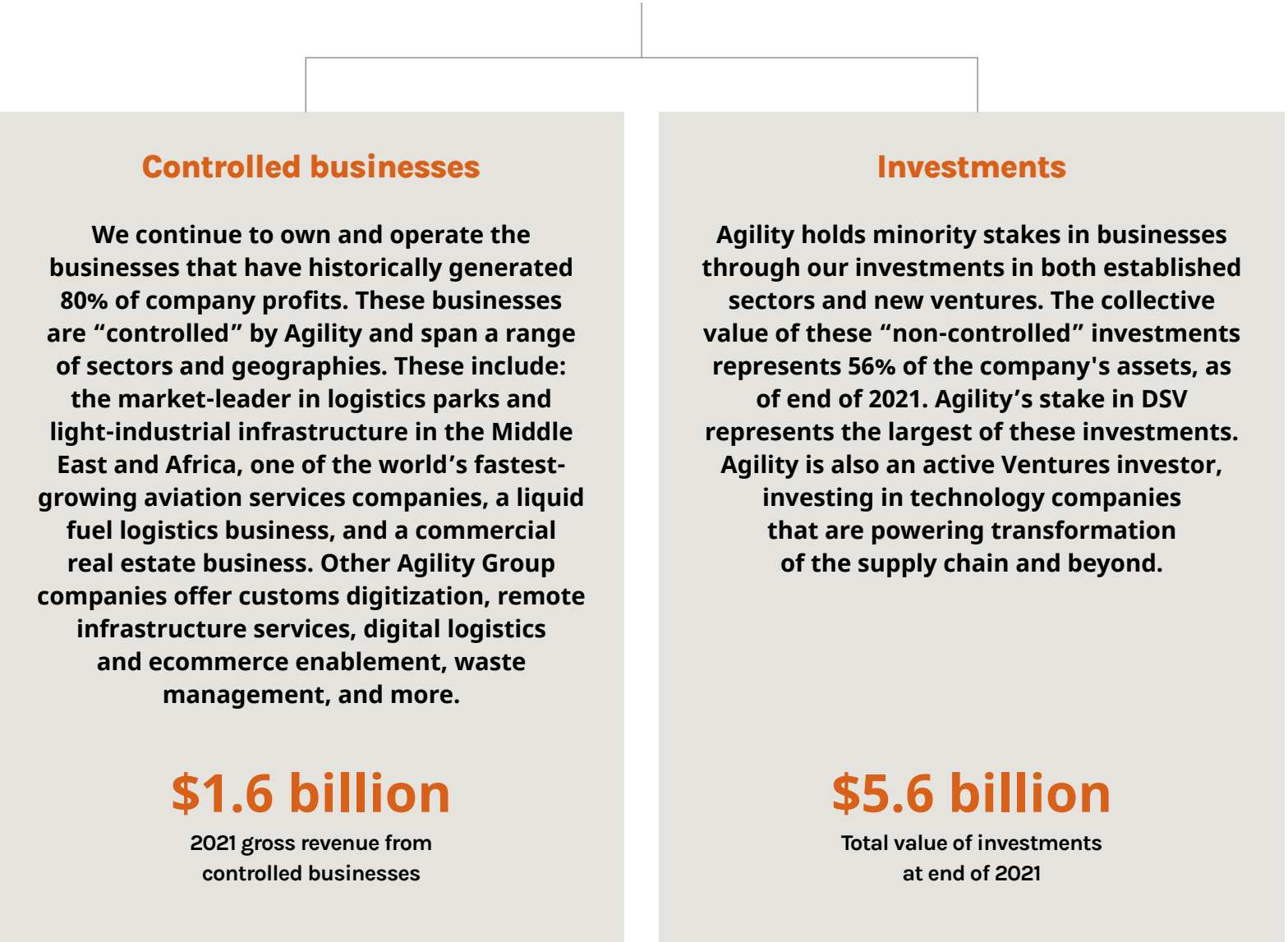
Inclusion in global indices

In recognition of its liquid stock (enabling efficient, lower risk transactions) and strong ESG performance, Agility is included in several global indices. This includes the FTSE4Good Index Series — a global index spanning 20 emerging markets that recognizes companies for above-average ESG performance in their sector.



Business structure following the sale of GIL

Agility is transitioning into a new kind of company as both a multi-business operator and an investor. Following the sale of GIL, our holdings can be divided into two segments: controlled businesses and investments.



Agility’s largest controlled businesses

Of our controlled businesses, the five most financially material are Agility Logistics Parks (ALP), Global Clearinghouse Systems (GCS), National Aviation Services (NAS), Tristar, and UPAC.



Industrial real estate

- Development and management of industrial parks, warehousing facilities and related infrastructure
- Focus on GCC (Gulf Cooperation Council) region and Africa
- Owns 12 million m² of land across 9 countries in the Middle East, Africa and Asia

Aviation services

- Ground handling services, passenger and cargo management, lounge management, meet and assist services, airport technologies and aviation training
- Handles more than 85,000 flights, 13 million passengers and 370,000 tons of cargo annually in different locations in the Middle East, Africa and Asia

Supply chain solutions

- Fuel and petrochemicals logistics, including transportation and turnkey fuel supply solutions
- Operates in 21 countries with 35 owned vessels, more than 2,000 road tankers and 700 million liters of tank farms
- Services the oil and gas, chemicals and aviation industries, governments and international organizations

Supply chain solutions

- Customs operations and management through a 25-year contract with the State of Kuwait
- Services include customs digitization, port management and automation, border development and construction
- Handles more than 1 million trucks and containers per year, with over 350 million tons of goods

Commercial real estate

- Real estate development and facility management
- Manages more than 10,000 m² of commercial space, including the Kuwait International Airport mall
- Developing the Reem Mall in Abu Dhabi, a \$1.2 billion “smart” mega-mall

Other controlled businesses

- Remote infrastructure support, camp construction, catering, facilities management and more

- Logistics and project management for governments and international organizations

- Waste management and recycling

- Customs digitization

- Digital logistics platform: freight forwarding, ecommerce logistics, last-mile delivery

A selection of Agility’s investments

Investments

Our investment approach centers on established companies and venture start-ups in high growth sectors. We partner with businesses with robust corporate governance, strong management teams, and clear alignment with our vision and values.

Strategic investments

Some of our largest strategic investments have a strong sustainability focus:

- **DSV.** We are now the second largest investor in DSV, as a result of the sale of GIL. DSV is an EcoVadis Gold company. Read more about DSV's [sustainability approach and progress](#).
- **Reem Mall.** This \$1.2 billion UPAC project is aligned with the Equator Principles and has achieved an Estidama 2 Pearl Rating (a UAE environmental standard). Read more in UPAC's [UN Global Compact progress report](#).



Tech ventures

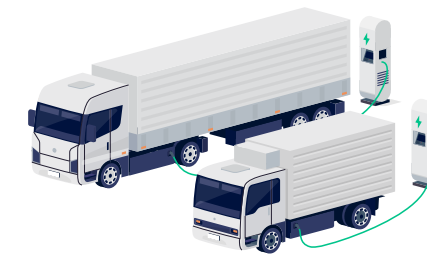
ESG has long been a core pillar of our investment approach for technology ventures. Over the last six years, Agility has invested \$139 million in companies with an environmental, social or governance focus.

- **Green innovation.** Several of our tech venture investments have decarbonization of infrastructure and transportation systems at their core. By contributing to the financing and scaling of these innovations, we can help to shift our sector into a more sustainable future.
- **Inclusive, efficient transport and logistics.** Many of the markets we operate or invest in face economic and social challenges with their current transport and logistics infrastructure. We invest in start-ups that increase efficiency and connectivity of these networks, often with added benefits to inclusivity.

\$139 million invested in companies with an ESG focus over the last six years

Sustainable trucking

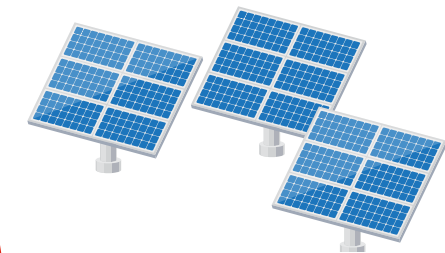
- **Volta, Sweden (new for 2021).** Supplies electric trucks designed for urban logistics operators, combining modern technology, zero emissions, unique safety features and attractive economics.
- **Hyllion, USA.** Produces electrified powertrain systems for large commercial trucks — augmenting or replacing traditional diesel-powered or natural gas-fueled powertrains. This improves vehicle performance, lowers cost of ownership, and provides a clean alternative for the global trucking industry.



Green innovation

Renewable energy for industrial decarbonization

- **TVP Solar, Switzerland.** Producer of high-vacuum flat solar panels for industrial-scale application, offering the world's best performing and cheapest thermal energy.



Tech investments with ESG at their core

Digital freight platforms to drive efficiency and support SMEs

- **Frete.com, Brazil.** Brazil's largest freight marketplace, using technology to create a more efficient cargo transport market by connecting shippers, transportation providers and truckers. Its geo-localization platform is used by transportation providers and truck drivers to make trucking capacity available to shippers that need it.
- **Eunimart, India.** Cross-border e-commerce platform that enables sellers to do business through online marketplaces, manage inventory and orders, and handle logistics. Eunimart's AI-powered tools help small and medium-sized sellers with automatic cataloguing, product pricing, image and content optimization, portfolio optimization, sales forecasts and competitive business intelligence.
- **Expand Cart, Egypt.** E-commerce software-as-a-service business that enables retailers to integrate storage, shipping, fulfillment, order delivery and payment into their online store for increased efficiency and lower environmental impact. Expand Cart focuses on supporting SMEs, and one-third of its customer base consists of female-led businesses.

Inclusive, efficient transport and logistics



Affordable and inclusive mass transport

- **Swvl, UAE.** Dubai-based provider of mass transit and shared-mobility solutions in the Middle East, Africa and South Asia. Swvl technology makes transportation in emerging markets countries more affordable and convenient, reducing carbon emissions and congestion, and offering a safe commuting and travel alternative, especially for women.

Supporting global trade

Our businesses leverage their size and expertise to support the development of sustainable trade and infrastructure in emerging markets. This involves working with larger customers to develop resilient, efficient supply chains, as well as supporting small and medium enterprises (SMEs) to access knowledge and world-class supply chain services.

In 2021, our businesses continued partnering with customers in emerging markets to develop sustainable, efficient supply chain infrastructure and catalyze trade.

SMES account for 90% of businesses worldwide and up to 40% of GDP in emerging economies

Enabling “smart” retail in the GCC: The Reem Mall in Abu Dhabi will feature the region’s first fully integrated omni-channel retail ecosystem with fully enabled digital, e-commerce and logistics capabilities.



Warehousing in Africa: Our logistics parks business continued to build Grade A warehousing facilities in Africa, contributing to a growing network of high-quality, secure and reliable infrastructure. This investment is part of a longer-term plan to enable the sustainable growth of interregional trade across the continent and beyond.



Safe travel solutions powered by technology: Our aviation services company, NAS, deployed several solutions to facilitate a safe return to cross-border travel. These included a web application to ease the travel documentation process and a partnership with Abbott to offer rapid COVID-19 testing solutions at major airports and trans-border lounges. NAS also became the first ground handling agent in the world to integrate the International Air Transport Association (IATA) Travel Pass, a mobile app that helps passengers easily and securely manage their travel in line with any government requirements for COVID-19 testing or vaccine information.



Customs digitization: Our customs business, GCS, continues its work with the Kuwait customs authority to create a fully digitized customs process, improving efficiency, consistency and security. This holistic solution is designed to facilitate regional transfer of goods, supporting economic growth by enabling seamless trade. In addition, the GCS Customs Training Authority offers a world-class curriculum supporting key skills for customs workers. To date, almost 15,000 customs officers have completed 1,620 courses.



Supporting small businesses

Small businesses can face practical and financial challenges to engaging in global trade, limiting opportunities to access new markets and improve economic resilience. This has been exacerbated by the ongoing supply chain disruptions caused by the COVID-19 pandemic.

Our digital logistics platform, Shipa, helps to address these challenges by providing small businesses with a logistics backbone — covering ecommerce logistics, last mile delivery, and global freight forwarding and cargo visibility.

Agility Logistics Parks Africa requires just 90 days of advance rent from tenants, compared to the common local market requirement for 12-24 months. This enables smaller businesses to retain cash flow and reduce cost of capital.



Our sustainability strategy and material issues

Sustainability strategy

2021 and 2022: transition years

Agility is evolving and so is our sustainability strategy. Historically, we focused our sustainability efforts on Global Integrated Logistics (GIL), due to its significance to us in terms of headcount, size of operations, and revenue. Following the sale of GIL, we are refocusing our efforts to continue our strong sustainability focus through our controlled businesses and to sharpen our integrated ESG investment approach. 2021 and 2022 should therefore be understood as transition years for Agility, as we adapt our sustainability program to reflect our changing operating model.



Global Integrated Logistics (GIL): ensuring a sustainable transition

In 2021, GIL continued to support its customers to manage global supply chain disruption caused by the COVID-19 pandemic, including in vaccine distribution. In addition, GIL:

- Continued to invest in communities in need around the world and supported Agility's humanitarian partners.
- Made further strides in delivering the Agility fair labor program, with 92% of emerging market operations having completed an external fair labor audit.

With the sale of GIL to DSV in the third quarter of 2021, our focus turned to ensuring a seamless transition of the business and its sustainability approach. Agility worked closely with DSV to transfer knowledge about our humanitarian logistics program and local community investments in acquired businesses, share our industry-leading human rights and fair labor approach, and ensure continuity in environmental reporting.

In this year's report, we share a limited amount of information on GIL's performance over the first three quarters of 2021 in a separate chapter — see [page 24](#).

Redefining our strategy

Following the sale of GIL, we are refocusing our business and sustainability strategies around:

Creating a strong sustainability foundation in our controlled businesses

We are using our leadership experience from GIL to strengthen our sustainability approach across our controlled businesses. In 2021, each of our material businesses nominated a sustainability leader and defined their priority issues. These leaders sit on the Agility Sustainability Council, which helps us manage sustainability across a larger number of organizations operating in different industries.

Sharpening our integrated ESG investment approach

For several years, Agility has been increasing investment activities, including in technology companies with an ESG focus. We will work to formalize this emphasis on sustainability throughout 2022 and beyond, by fully integrating ESG into our investment philosophy. This is particularly important given Agility's commitment as a founding member of the First Movers Coalition, which was launched by the World Economic Forum to scale procurement and development of net-zero technology.

Reassessing materiality, baselines and goals

For 2021 and 2022, our priority is improving data collection and reporting systems to establish a new baseline for our continuing operations, as well as revising our materiality strategy and goals in line with our evolving business.

Material issues

We have made a high-level reassessment of our material sustainability issues for this report and will complete a more thorough materiality assessment in 2022. Our interim assessment was based on discussions with senior stakeholders at Agility Group and at business unit level, including the Agility senior executive management team and management board. As a result of this initial work, we have changed some of our Sustainable Development Goal alignments (see [page 26](#)) and expect a more extensive revision in our 2022 report pending our more detailed materiality assessment.

Partnerships

Environmental, economic and humanitarian partnerships and multi-stakeholder engagement remain central to our sustainability strategy. Working with others enables us to learn and share our own experience, amplify our impact, and collaborate on solutions to complex global challenges.

We are members of industry associations including the World Economic Forum’s First Movers Coalition for climate action and the World Economic Forum Road Freight Zero workstream. Our global community partnerships include the UN Global Logistics Cluster, Logistics Emergency Teams, and the UN High Commission for Refugees (UNHCR).

External commitments

Our current external commitments include: UN Global Compact, Women’s Empowerment Principles (new in 2021), World Economic Forum’s Stakeholder Capitalism Principles (new in 2021), World Economic Forum’s Partnering Against Corruption Initiative (PACI) Principles and World Economic Forum’s First Movers Coalition.

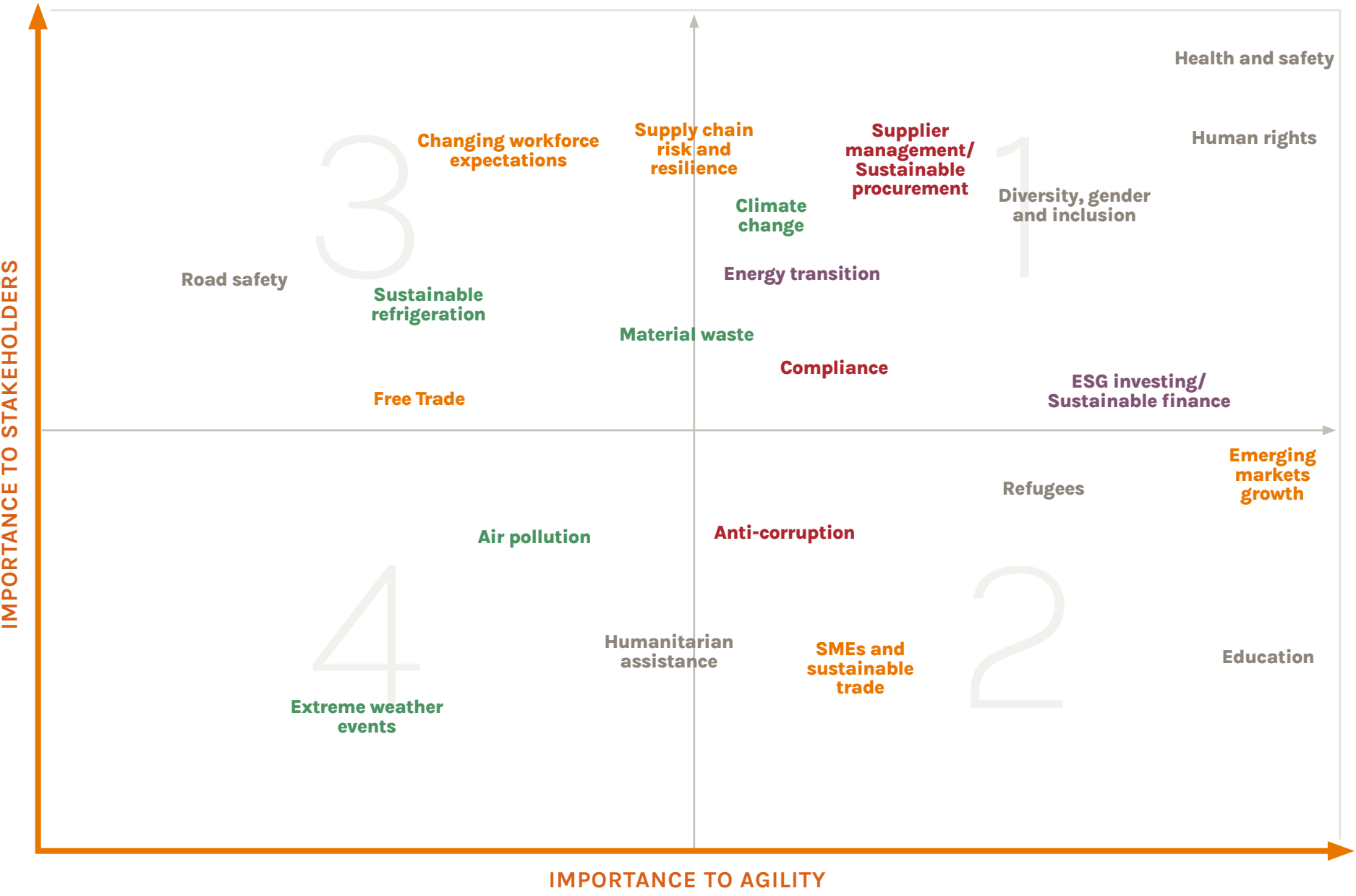
Agility Materiality Matrix

Sustainability issues that are most important to Agility



Quadrant 3:
Engage with stakeholders and actively monitor how these evolve. Incorporate into sustainability programme whenever possible.

Quadrant 4:
Monitor how these issues evolve.



- **Environment** (5 issues)
- **Social** (7 issues)
- **Technology** (2 issues)
- **Governance** (3 issues)
- **Economic** (5 issues)

Our environment

Our approach

Agility is committed to reducing the carbon footprint of our own operations and working with partners across our value chain to reduce our collective impact on climate change. Our approach to environmental action depends on our level of operational control:

- **Controlled businesses.** Our controlled businesses are focusing on improving their environmental performance. Most are still in early phases of their journey, largely concentrating on improving data collection and reporting systems.

- **Investments.** Our investment approach includes partnering with innovative green-tech companies to drive shareholder value and catalyze transformation towards lower impact and increased efficiency across our sector — read more on [page 7](#).

GIL environmental performance at the point of sale

Historically, Global Integrated Logistics (GIL) was our most significant source of environmental impact and was therefore our focus for measuring, reporting and

improving performance in the areas of emissions, water and waste. For 2021, we estimate GIL's carbon footprint while under our control as being around 75% of its 2020 footprint: 211,534 metrics tons CO₂ scope 1 & 2, 35,068 metrics tons CO₂ scope 3, and 5,411,643 metrics tons CO₂ of outsourced emissions. This reflects the fact that Agility sold the GIL business in the third quarter of 2021. This calculation is approximate, since GIL was unable to report as comprehensively as for 2020 due to changes in business ownership and system transition.

Read more about GIL's environmental performance at the time of sale on [page 24](#). We share data and progress for our current business below.

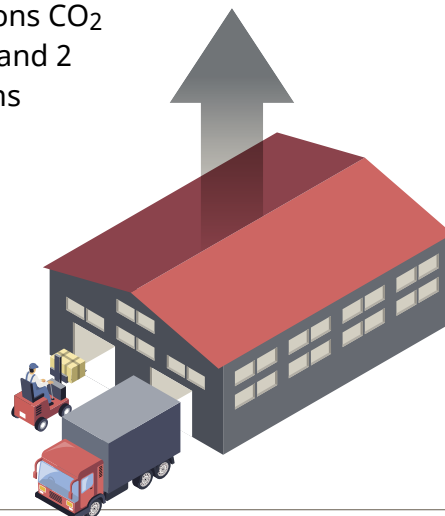
Re-scoping our environmental strategy

Following the sale of GIL, we are reassessing and updating our approach to environmental management. Alongside reviewing our material issues and strengthening our reporting systems, we are revising our emissions reduction goal to reflect our evolving business model. We will share and report against our new goals from next year.

Our environmental impact 2021

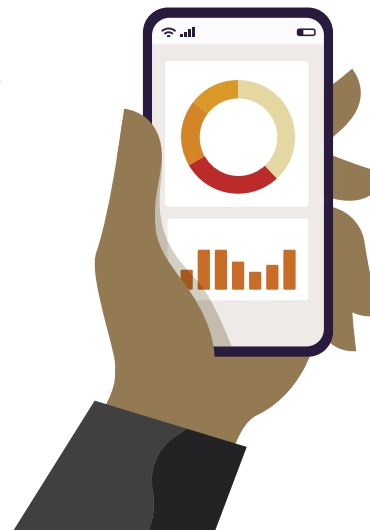
435,001

metric tons CO₂
scope 1 and 2
emissions



Improved emissions data collection systems

across Agility subsidiary businesses



19 m

sheets of waste
paper averted



61%

of our operations are ISO 14001 certified



Agility’s carbon footprint without GIL

Agility’s carbon footprint baseline has changed significantly following the sale of GIL. GIL had high scope 2 (electricity) emissions due to its global footprint, and significant scope 3 emissions from outsourced services to airlines and ocean carriers — GIL’s 5.4 million metric tons of scope 3 emissions accounted for 97% of all Agility’s reported 2020 emissions.

Today, Agility’s scope 1 emissions are significantly higher due to the inclusion of Tristar’s operational emissions footprint, which includes a large fleet of fuel transport vessels and trucks under Tristar’s direct operational control. Scope 2 emissions are lower as Agility’s direct operational footprint is now smaller. We do not yet have reporting systems in place for Scope 3 emissions, but we anticipate these will be significantly lower than in previous years, since we no longer operate a global freight forwarding business.

Scope 1 emissions

Agility’s reported 2021 scope 1 emissions post-sale of GIL are around five times that of historical GIL scope 1 reported emissions, largely due to the inclusion of Agility businesses that were not previously reporting, and which control significant energy consuming operational assets.

Scope 2 emissions

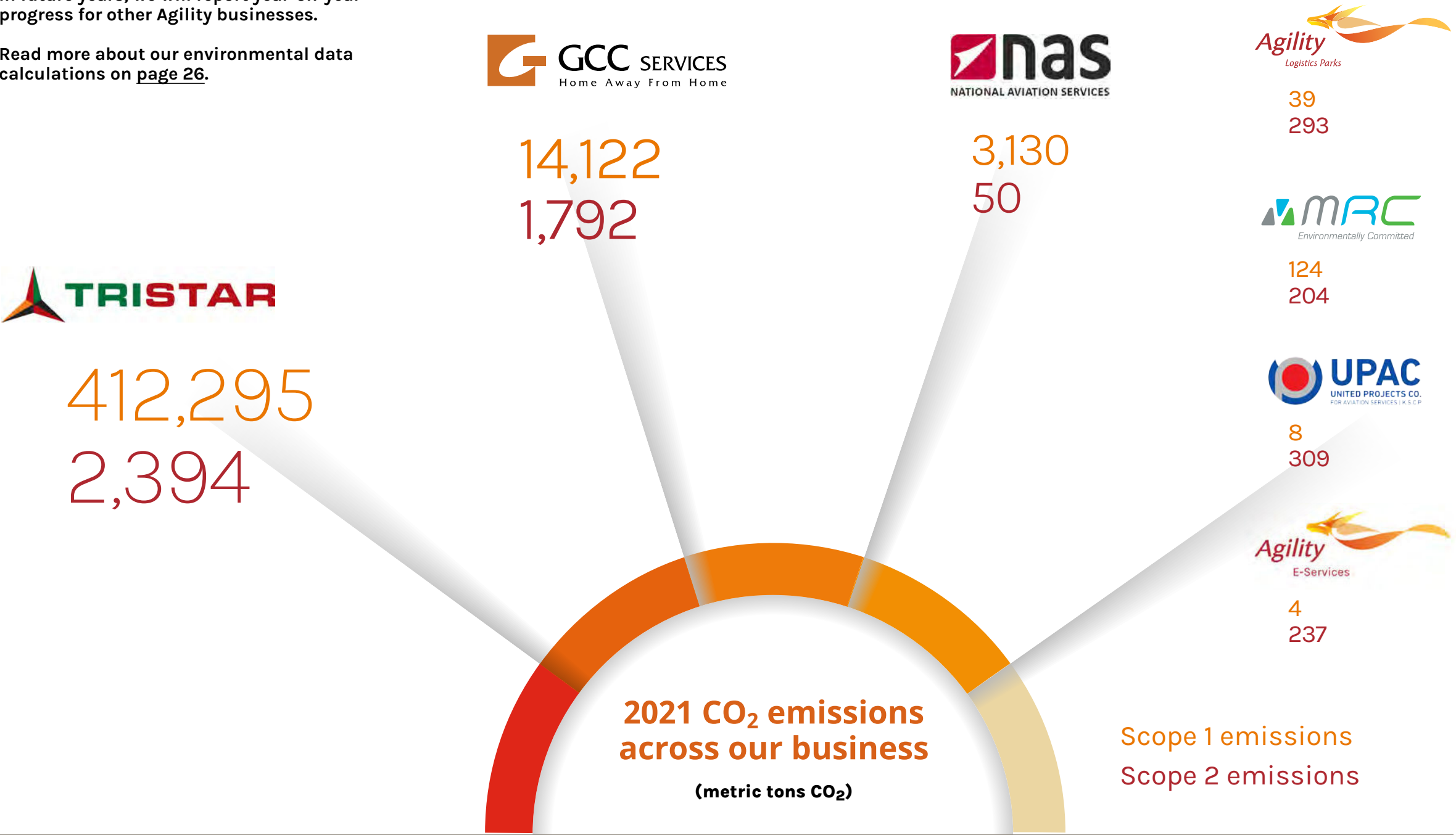
Agility’s reported 2021 scope 2 emissions post-sale of GIL are significantly lower than before, due to the reduction of warehouse operations in the Middle East and a decrease in overall global office and logistics operations footprint. We estimate 2021 Scope 2 emissions without GIL are around one third that of historical GIL reported scope 2 emissions.

Overall emissions

Here we share an overview of our in-scope companies’ 2021 CO₂ emissions.

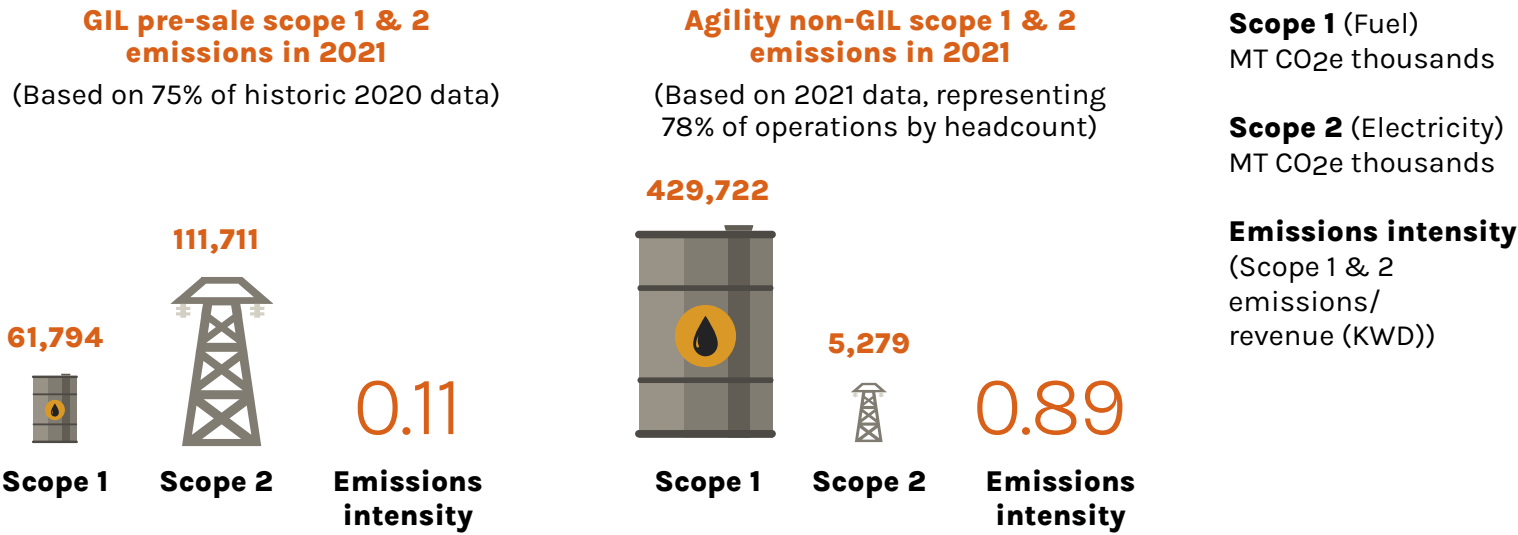
In 2021, Tristar reported a 7% reduction in overall emissions compared to 2020. In future years, we will report year-on-year progress for other Agility businesses.

Read more about our environmental data calculations on [page 26](#).



Comparative CO₂ emissions and intensity

Overall, Agility’s reported Scope 1 and 2 emissions went up by almost 50% in 2021 due to the inclusion of Agility companies with significant quantities of controlled operational assets reporting for the first time.



Environmental highlights from across our business

Agility Logistics Parks

Agility Logistics Parks is the largest private owner and developer of warehousing and light-industrial parks in the Middle East and Africa.

- In 2021, Agility started working on an [EDGE Buildings](#) certification project in Saudi Arabia, as a proof of concept for integrating certification for all new warehouse construction projects in the Middle East and Africa. EDGE facilitates the integration of cost-effective energy and water saving measures into buildings from the design stage.
- With construction starting in 2022, the new Kuwait S2 logistics city project includes more than 1 million m² of logistics park real estate. The development's planned district cooling system, Kuwait's first, will reduce electricity consumption from air-conditioning by more than 60%, and use ammonia instead of CFCs for refrigeration. Five percent of all electricity supply will be solar, and treated wastewater will fulfil 60% of water needs, largely for irrigation.
- Standard warehouse design and construction plans include sustainability features.
- ALP has pursued renewable energy in some markets. ALP's India Nagpur warehouse has more than 2,500 m² of solar panel installations and has reduced electricity consumption by more than 50%. ALP India is installing solar in warehouses in additional cities in India in 2022.
- ALP is working to improve real-time environmental data collection, in markets such as Kuwait, where smart metering is available.

Global Clearinghouse Systems (GCS)

GCS's customs and ports digitization services increase efficiency and reduce paper-based processing, averting 19 million sheets of paper per year — equivalent to more than 2,280 trees. As a participant in the Kuwait Government's energy saving strategy, GCS has also replaced conventional lighting with LED, updated air conditioning to more efficient units, switched water supply from tankers to mains network (avoiding 84 metric tons of CO₂ in the past five years) and switched electricity for vehicle inspections from diesel generators to mains supplied electricity.

Metal Recycling Company (MRC)

MRC has the circular economy and CO₂ emissions reduction at its heart, offering sustainable waste management and recycling for businesses in Kuwait — including scrap metal processing, plastics recycling, compounding and conversions, safe medical waste disposal and other related services. MRC also creates value-added products, including plastic pellets sold to manufacturers and mill-ready shredded metals. MRC is currently not operating its metal and plastics recycling business because the company is in the process of relocating. In a typical year, MRC:

- **Recycles more than 60,000 tons of metal.** The steel sector is energy- and emissions-intensive. The recycling process can reduce emissions by 0.35-1.5 metric tons CO₂ per ton of steel manufactured. MRC is therefore contributing to the avoidance of 20,000-90,000 tons of CO₂ emissions each year.
- **Recycles 4,500 tons of plastics.** This is the equivalent of around 2.5% of all plastic waste in Kuwait, which would otherwise be sent to landfill.



- **Safely disposes of more than 7,000 tons of medical waste.** Throughout the Covid-19 pandemic, MRC scaled its program to meet evolving needs in Kuwait, including safely disposing of all public sector medical waste throughout the country — around 20 tons per day. MRC uses technologically advanced equipment to process medical waste through incineration and safe disposal. All ash is disposed in a secure, hazardous waste landfill facility. MRC strictly monitors air quality from the medical waste incineration and all emissions are managed in accordance with Kuwait's rigorous EPA standards.

National Aviation Services (NAS)

Aviation service provider NAS introduced [fully electric](#) ground support equipment in Entebbe, Uganda and a 9,000 kWh/year solar installation in Nairobi, Kenya. NAS also provides detailed environmental monitoring reports on air quality and water quality to some of its government partners.

Tristar

Tristar offers end-to-end fuel logistics solutions and is working to reduce its own operational impact. Tristar has introduced six new vessels over the past three years with engines that reduce emissions and environmental impact. One of these vessels, the Tristar Solar Sharna, has achieved ECO class notation from Lloyds, recognising the vessel for going beyond statutory environmental requirements on aspects of ship design, construction and operation to manage and minimize operational waste and GHG emissions. In addition, Tristar Ruby (above) is a Liquefied Natural Gas carrier (LNG/C), which is also powered by LNG fuel. The vessel uses the vapourised LNG or "boil off" from its cargo to help fuel the ship, significantly reducing emissions and improving efficiency.

Other 2021 highlights include:

- Carbon offsets and wind/hydroelectric installations in India.
- Solar installation and rooftop garden at the Tristar Dubai HQ (below).



United Projects for Aviation Services Company (UPAC)

UPAC's \$1.2 billion Reem Mall project is aligned with the Equator Principles and has achieved an Estidama 2 Pearl Rating (a UAE environmental standard) thanks to its strong sustainability credentials — including highly insulating and high-performance materials, air conditioning and lighting systems. Read more in UPAC's [UN Global Compact progress report](#).

Group HQ

Agility's Group [Corporate HQ](#) building in Kuwait is fully cooled by solar thermal energy and has achieved [LEED Silver](#) certification.

Our people

A changing workforce

People are the heart of our business. We are committed to respecting and protecting the human rights of those involved in our business, promoting diversity, equity and inclusion, and supporting fair labor practices across our value chain.

The sale of our Global Integrated Logistics (GIL) business has had a significant effect on the composition of Agility’s overall workforce:



Our total number of employees dropped by nearly half; today we have 15,000+ employees.



The sectors in which we operate are primarily industrial, with more than 90% of our workforce working in operations in some capacity.



Our geographic concentration in the Middle East and Africa intensified; today 60% of our people are based in the Middle East and 35% in Africa, with the remaining 5% split across Asia, Europe and the Americas.



These changes have also contributed to a reduction in the proportion of female employees in our workforce, from 21% last year to 15% in 2021.

Currently, four of our businesses account for 88% of our remaining headcount. These are: NAS, GCC Services, Tristar, and GCS. Further changes may be expected in 2022 as a result of the potential acquisition of Menzies Aviation. As per our early 2022 announcement, the Menzies’ acquisition is subject to various regulatory approvals and other conditions to closing. However, should the deal close, it will create material changes to our workforce composition, including total workforce size and geographic footprint.

Throughout these changes, our people priorities remain constant: we focus on fair labor, gender diversity and inclusion, and health and safety across all our businesses.

Our
workforce
2021

15,650

employees across the Agility Group



24%

female new hires

15%

female top management



Signed
Women’s
Empowerment
Principles

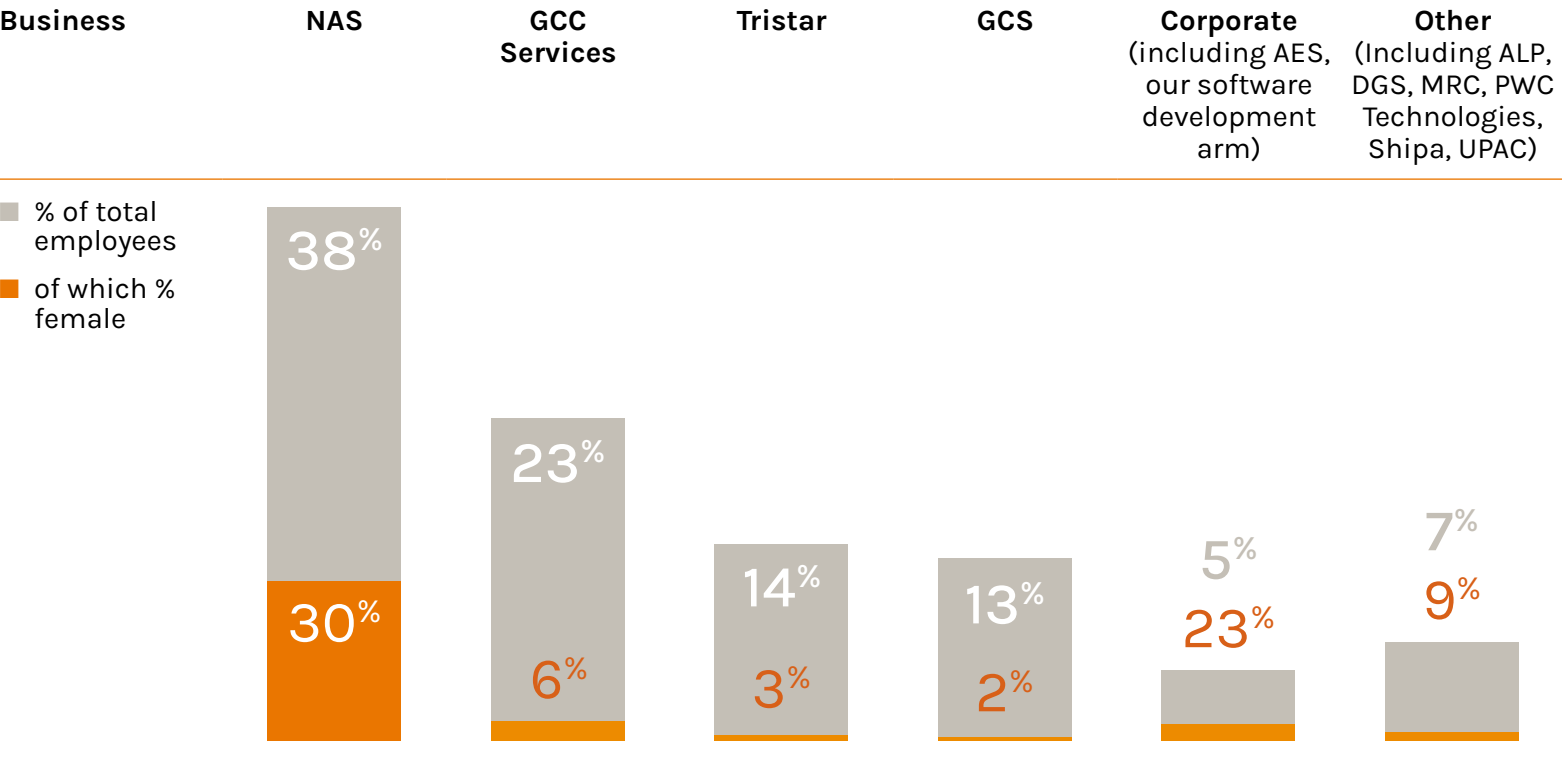


Extended
fair labour program,
trainings and assessments
across Agility
subsidiary
businesses

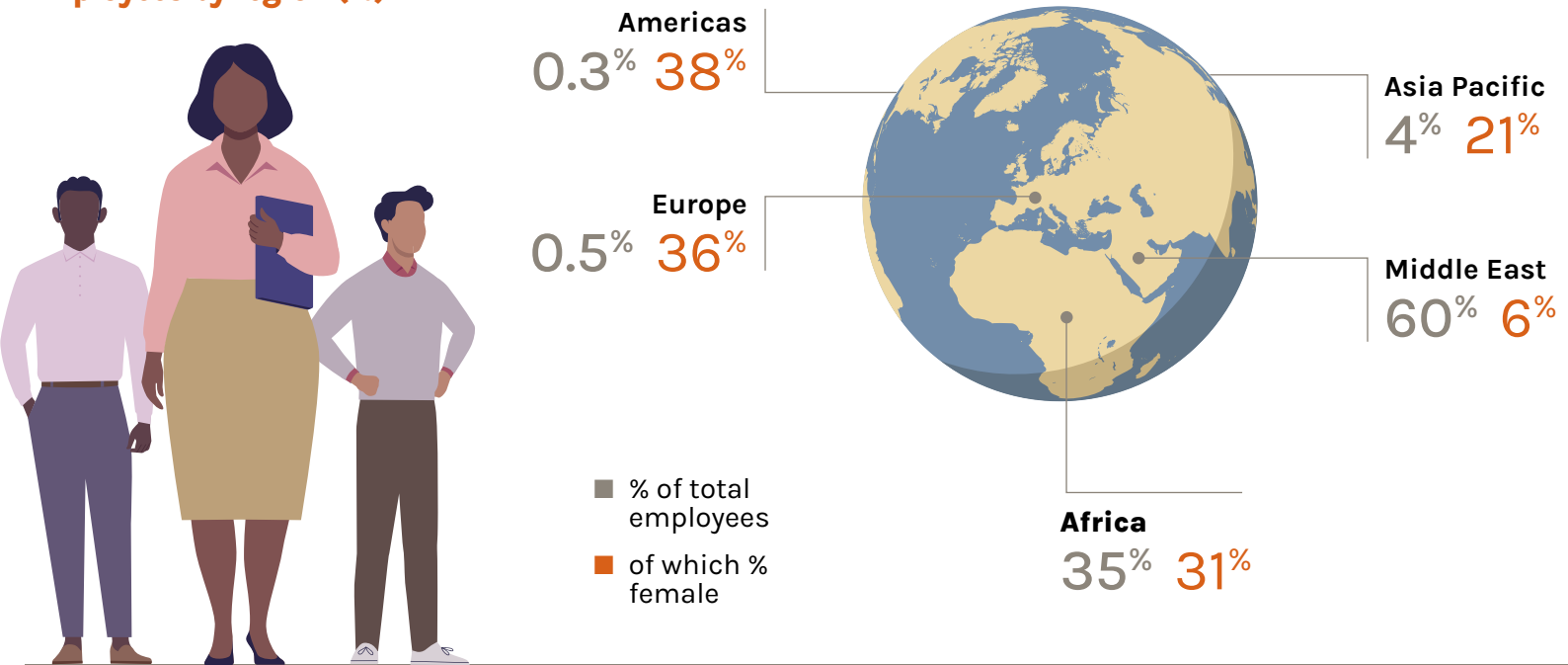


Figures do not include GIL.

Employees by business (%)



Employees by region (%)



Diversity, gender and inclusion

As a leader in emerging markets, with more than 95% of our people located in the Middle East and Africa, inclusion and diversity are key focus areas across our businesses. The diversity of our workforce is also one of our biggest assets. An inclusive workforce ensures our teams represent the communities in which we operate, as well as bringing valuable diversity of thought, experience and innovation into business decisions.

We take pride in Agility operations looking and feeling local, driven by an equitable approach to employee recruitment and development. Our companies have historically focused on:

- **Developing local talent**, including through education and on-the-job training programs.
- **Promoting a culture of gender inclusiveness** and working to increase female representation across the business. We are in the early stages of this journey and know it will take time to build equity and inclusivity across the range of contexts within which our businesses operate.



Women's Empowerment Principles

- Establish high-level corporate leadership for gender equality**
- Treat all women and men fairly at work – respect and support human rights and nondiscrimination**
- Ensure the health, safety and well-being of all women and men workers**
- Promote education, training and professional development for women**
- Implement enterprise development, supply chain and marketing practices that empower women**
- Promote equality through community initiatives and advocacy**
- Measure and publicly report on progress to achieve gender equality**

This year, we signed up to the UN Women's Empowerment Principles

Our priorities and progress

We have identified four priority action areas for the coming years:

Priority action area		Progress in 2021
Improve data collection	on issues such as diversity, pay equality, development opportunities, career advancement, and availability of family friendly policies.	We started working on more integrated reporting on people, gender, age and more by strengthening our human resources management system across all companies in our group. We have also built a dashboard with key metrics that we will be reporting internally and externally on a quarterly basis moving forward.
Create policies	that require consideration of female candidates for every job opening and participation by female employees in the interviewing and hiring process.	We have made it a requirement that at least one female candidate must be interviewed for any management position opening. Relevant female leaders participate in the interviewing and hiring process.
Modify our leadership and development programs	to promote gender equality and advance overall diversity goals — with the aim to identify and nurture female talent across the company, encouraging female employees to develop and achieve their career aspirations.	In 2021, our female employees completed 4,494 hours of training — 12% of all training hours for the year. One example is our Finding Your Voice (FYV) program, which enables participants to speak and present effectively, build relationships, gain trust, and influence others. Other training courses in 2021 covered topics such as wellbeing, resilience and adaptation, and creative thinking.
Build a gender action plan	balancing flexible application across our different businesses and geographies with a consistent approach to achieving our goals — including working with responsible, inclusive partners and subcontractors that share our values.	We signed the Women's Empowerment Principles (WEP) and began a gap assessment against them to identify areas for improvement. Our strategy for achieving the WEP ambitions includes strengthening data collection and analysis, improving recruitment processes, incorporating gender into leadership development, and creating a gender action plan that includes supplier management.

Also in 2021:

- 98% of women in our workforce who took parental leave returned to work and 85% of these were still with the company at the end of the year
- NAS signed up to the International Air Transportation Association 25by2025 gender diversity initiative and established a goal for 25% female managers by 2025, as well as annual progress reporting under the IATA program. Currently NAS management is 19% female.

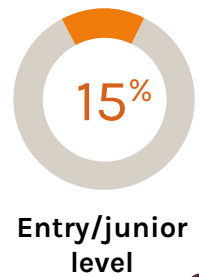
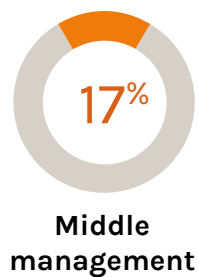
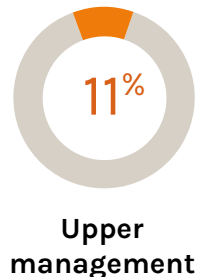
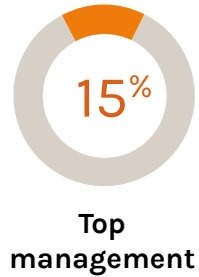
Our current workforce gender balance

Our Chairperson of the Board of Directors is a woman, equating to women holding 14% of Agility Group Board of Director positions. This year, 15% of the total Agility (non-GIL) workforce and 24% of new hires were female. Female employees achieved 18% of all promotions and the turnover rate of female employees was 9% compared to 16% for male employees.

It is important to look at these figures in the geographic and sectoral context of our business. The majority of our workforce comprises operational roles in the industrial sector, including warehouse workers, baggage handlers and maintenance personnel. Many countries in the Middle East — where most of our employees are located — have explicit regulations forbidding women from working in hazardous roles and at night, making it legally impossible to employ women in certain types of jobs. There are also strong cultural constraints to some forms of industrial work in many of the markets where we operate.

This context is important for understanding some of the challenges and limitations we are looking to overcome, but it does not hamper our commitment to advancing gender progress in our industry, markets, and business.

% female employees by employee level



Human rights and fair labor

Respect for human rights is central to the way our companies do business, and Agility has been working to set high standards for fair labor in emerging markets operations since 2007.

We embed respect for human rights across our companies through our Fair Labor Program, which includes a systematic approach to training, implementation tools, performance measurement and reporting — supported by our [Global Human Rights Policy](#) and [Modern Slavery Statement](#). Through an iterative process of assessment, awareness raising and corrective action, we enable our people to think and act every day in ways that uphold their own and others’ rights.

Our fair labor goals

At the point of its sale to DSV in August 2021, GIL had reached the majority of our publicly reported fair labor goals. We are now resetting the same targets across all remaining group businesses, with revised timelines — see table right.

GIL goal

	GIL progress at August 2021	Timeline for all remaining businesses
100% of our operations to have undertaken human rights risk assessments	100%	End 2022
100% of our employees and management to have undertaken human rights training	90%	End 2023
100% of our largest emerging market operations to undertake a fair labor audit	92%	End 2025





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

Health and safety

The wellbeing of our people is always a priority. We are using our strong track record with health and safety at GIL to build an integrated health and safety program with common global metrics across all our businesses in the coming three years.

We take a behavior-based approach to prevention, encouraging a health and safety culture focused on stopping accidents before they start. This is supported through ongoing risk assessments, continuous communications, and technology to aid monitoring and reporting.



In 2021, GIL maintained its excellent health and safety performance through to the third quarter with better than industry average performance — read more on [page 24](#).

We are working to strengthen and optimize health and safety data systems and assess the health and safety landscape across our remaining controlled business units — many of which have demonstrated excellence in H&S performance, as well as good coverage of ISO or OHSAS certifications.

Excellence in health and safety performance

Our largest businesses all have a managed health and safety program, including hazard and risk identification and reporting, incident investigation and corrective actions management, protection for complainants, worker engagement and training, and delegated health and safety roles and responsibilities. For example:



Tristar employs a worldclass health, safety, environment and quality (HSEQ) management system that has received extensive external recognition, including winning the Royal Society for the Prevention of Accidents Global Gold Award 11 times.



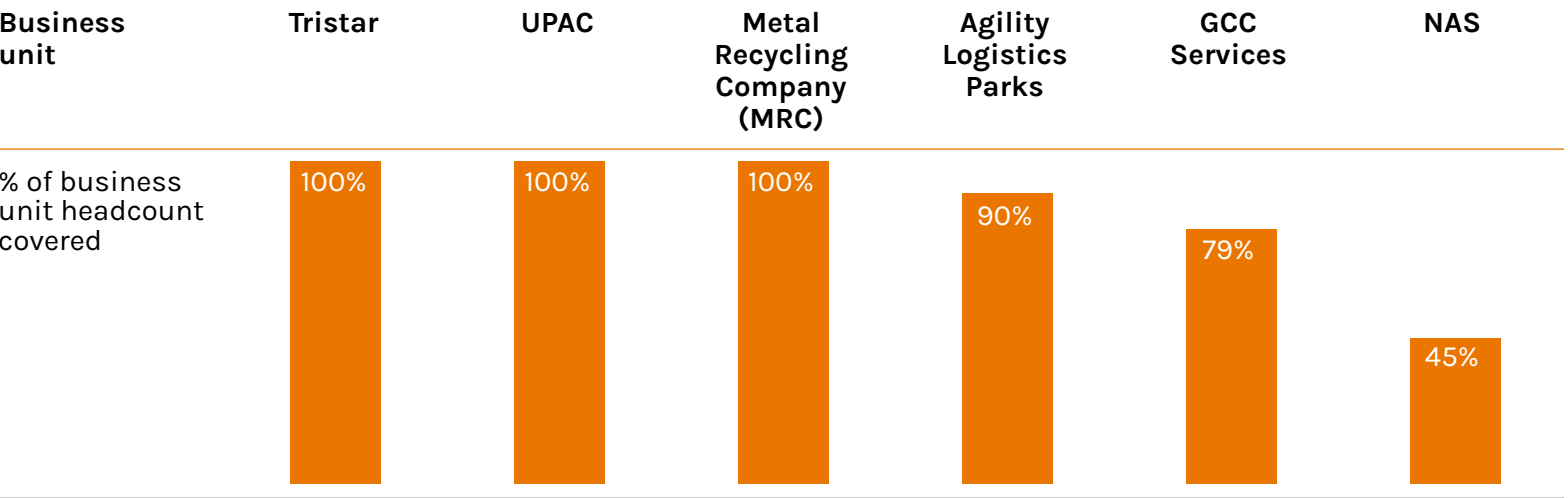
GCC Services adheres to the highest standards of Health, Safety, Quality, Environment and Food Safety management systems, including OHSAS 18001/ISO 45001 and ISO 22000 certifications. GCC has won multiple health and safety awards — most recently a British Safety Council International Safety Award with distinction in 2022.



NAS has active and reactive hazard identification and risk management processes integrated throughout the organization supported by digital reporting systems and employee engagement.

Coverage of ISO certified health and safety management systems across our businesses

Currently, various Agility companies like NAS, GCC Services, Tristar, UPAC, MRC and ALP are ISO 45001/18001 certified. Together, ISO certified health and safety management systems cover 68% of Agility’s overall total headcount.



Living a culture of integrity

Ethical behavior and integrity are key to our business approach. Doing things the right way enables our companies to build strong, lasting relationships with their customers, communities, employees, suppliers and other stakeholders. We have zero tolerance for bribery and modern slavery, and we

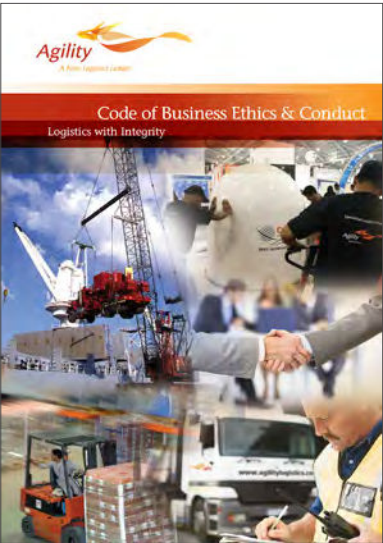
are a member of the World Economic Forum’s Partnership Against Corruption Initiative (PACI).

Our approach to living a culture of integrity across our businesses includes:



Commitments and standards

Our codes and policies clearly communicate our expectations of ethical behavior to our employees, suppliers and partners. These include our Code of Conduct, our Supplier Code of Conduct, and our Global Human Rights Policy and Modern Slavery Statement.



Ethics training

Our companies keep our people up to date with our expectations, policies and procedures through regular training. In 2021, more than 10,000 employees undertook ethics training — Including 9,097 GIL employees as of Q3 2021, and 1,117 non-GIL Agility Group employees as of November 2021. In 2022 and beyond, we will expand our ethics training across our businesses.

10,000+

Employees undertook
ethics training
in 2021



Grievance reporting

We encourage and expect employees to speak up about ethical concerns, supported by clear no retaliation guidelines and confidential grievance mechanisms. Employees can share concerns via our website or by calling a toll-free third party managed hotline, available in more than 100 countries — read more about our ethics and compliance approach, including grievance reporting.



Via Agility’s
website



By calling a toll-free
hotline available
in 100+ countries
answered by a
third-party

Learning and development

Many of our business units work in rapidly changing or challenging environments. Equipping our people with up-to-date skills and knowledge is essential to enabling them to do their jobs effectively. Prior to the GIL transaction we offered online training to all GIL employees with a catalog of more than 50,000 courses — including GIL-unique curricula as well as training in topics such as management, communication, HR, leadership, change, technology, certifications and others. Following the GIL transaction, we are developing our new online on-demand training courses that will be accessible to all Agility companies and employees. These will cover universal topics, such as fair labor, alongside business-specific content.

Our Agility Leadership & Management and Agility Way of Management programs provide personal and career development for our employees. The courses use team-based project work to enable change management and drive our strategic agenda. In 2021, 120 employees participated in these development programs, of whom 22% were female.

Supply chain

Following the sale of GIL, we are reviewing our approach to supply chain management and engagement across our remaining controlled businesses. This work is currently at an early stage. We are rolling out our Supplier Code of Conduct and Fair Labor Code of Conduct to all Group companies and will begin updating relevant language in new supplier contracts across our businesses in 2022.

In 2022 and 2023, each of our businesses will work to gain a more transparent picture of their supply chains, alongside working with suppliers to progress environmental and social performance. Human rights remain our priority, and we will work with labor providers to ensure they understand our fair labor and human rights requirements.

Our communities

Our approach

Agility works to create a positive difference across the communities in which we operate, through our program of partnership and investment. To maximize social impact, we make investments based on four key principles:

-  **Focused.** We target our investments towards education and training, employment readiness and entrepreneurial skills development.
-  **Partnership based.** We work with registered charities to amplify our impact.
-  **Long-term.** We aim to create partnerships of three-years or more, designed for iterative impact.
-  **Local.** We focus on our key operational markets, where we can combine financial investment with the skills, expertise and volunteer times of our teams.

We prioritize projects that advance youth education, employment, entrepreneurship and technology, with a focus on supporting refugees and improving gender equality. We also continue to provide humanitarian partners with expertise and donated services during major natural disasters, and to support our employees to give their time and skills to causes close to their hearts.

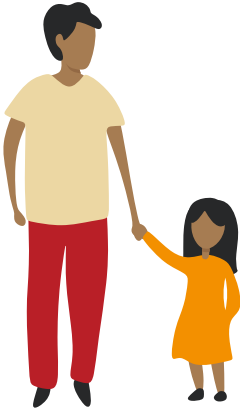
Our community investment goals

-  Support the education of **5,000** young people per year
-  Support **5,000** refugees per year
-  Ensure at least **50%** of the people we support are women or girls

Our people impact 2021



568,000
young people's
education supported



4,200
refugees supported



49%
supported are
women or girls



41+
projects in
33 countries

Our impact over time 2014–2021

650,000
young people's education
supported

1 million+
people reached
overall

1,021
projects in
76 countries

2021 partnerships in action

In 2021, Agility invested in 41+ community partnerships in 33 countries reaching more than 566,000 people. Since 2014, Agility has completed 1,021 projects in 76 countries reaching more than 1 million people. We are committed to supporting men and women equally through the initiatives we fund.

Youth employment is a significant development challenge in emerging markets such as the Middle East. We support education and skills development, as well as providing on-the-job training programs to build the skills of young people and prepare them for the future of work. This year we continued to give students access to digital learning in the context of the Covid-19 pandemic.

In addition, we continued long running partnerships with organizations such as the United Nations High Commissioner for Refugees (UNHCR), supporting refugees to access shelter and essential facilities.

 [Read more about our community investment projects.](#)



Supporting financial literacy and entrepreneurship globally

- **Beneficiaries:** 560,000
- **% female:** 50% (estimated)

We funded the development and translation of Aflatoun International’s AflaYouth financial literacy and entrepreneurship curriculum into Arabic, French, Russian and Spanish. AflaYouth will be accessible through Aflatoun’s network of more than 50 NGOs in 30 countries in the Middle East, North and West Africa, Central and South America and East Europe. Students aged 16-24 can access online and in-person training, support, mentoring and learning to aid their transition into the formal labor market or help them launch an entrepreneurial career. With Agility’s support, Aflatoun International is also developing a teachers’ training manual to support educators around the world to deliver the curriculum.

 [Read more.](#)

Facilitating online learning in Bangladesh

- **Beneficiaries:** 458
- **% female:** 50%

In our fifth year of partnership, we supported the Gulshan Literacy Project in Bangladesh to give students access to digital learning in the context of the Covid-19 pandemic. We provided funding for internet connections, laptops and photocopiers, and to support teacher training on administering online education programs. Over the life of this partnership we have supported more than 2,300 children with improved access to education (left).


 [Read more.](#)



Enabling women to develop coding skills in Ghana

- **Beneficiaries:** 175
- **% female:** 62%

Since 2018, we have supported a community training program at the Agility Logistics Park in Tema, Ghana, partnering with Oiada International to offer technical and vocational training to local students. This year, we also supported Soronko, a local NGO, to join the program. This new partnership has so far enabled 110 women to learn coding, computer skills and soft skills to support their employability and encourage entrepreneurship. To date, nearly 700 students have completed courses as part of the Agility program (above).

 [Read more.](#)

Preparing for the world of work in Kuwait

- **Beneficiaries:** 32
- **% female:** 50%


Each year, Agility supports INJAZ, an NGO based in Kuwait that helps young people develop the skills required to start their own businesses and work in the private sector. Since the start of the partnership in 2007, Agility volunteers have mentored nearly 1,500 students from Kuwait high schools and universities. We have supported INJAZ in entrepreneurial training and skills development that have reached more than 100,000 young people to date.

 [Read more.](#)

Mentoring students to meet
community challenges in Kuwait

- **Beneficiaries:** 47
- **% female:** 50%

For more than ten years, Agility has supported LOYAC, a Kuwait-based youth development NGO. Since the beginning of the partnership, Agility employees have mentored more than 350 students through the LOYAC KON Entrepreneurship program in collaboration with Babson College, Boston, USA. Participants are mentored to help them develop ideas for responsible business solutions to pressing challenges, before eventually presenting their plans to a jury panel for feedback. Since the start of the partnership, we have supported LOYAC in entrepreneurial and professional skills development and community service reaching more than 100,000 young people and beneficiaries around the world.

 [Read more.](#)



Supporting skills development
in Côte d'Ivoire

- **Beneficiaries:** 190
- **% female:** 60%

In 2021, we launched an entrepreneurial and life skills training program in Côte D'Ivoire,

in partnership with International Rescue Committee (IRC). In this two-year partnership at the Agility Logistics Park in Abidjan, we are providing funding, classroom space, computers and internet access that are being used to teach young people basic technology and soft skills. The content includes financial management, entrepreneurship, gender equality awareness, and business plan development support. At the end of the program, students will have access to financial resources to start a business or will receive help finding jobs. The program also offers a vocational training track, focusing on agriculture or information and communications technology (left).

 [Read more.](#)

Supporting girls' education
in Sudan

- **Beneficiaries:** 1,000
- **% female:** 90%

As part of GCC's commitment to gender equality and to commemorate International Women's Day, in 2021 GCC completed the refurbishment of Um Ayman Elementary School for Girls in El Fasher, Sudan. This is GCC's 4th school renovation in the Darfur region. 750 girls attend this school, and the project is expected to positively impact students' education for more than five years. The project also brought income to local contractors, enabling them to better support their families.


Supporting education in India

- **Beneficiaries:** 582
- **% female:** 50%

Agility supports two schools in Kuknoor and Velpur villages in India. Following refurbishment support and equipment donation in Kuknoor, we continue to support teacher and staff salaries at



both schools. Since the beginning of the partnership, school enrollment in Kuknoor increased from 186 to 328 students, and overall the program has supported 2,338 students (above).


 [Read more.](#)

Providing essential support to
refugees in Malaysia and Jordan

- **Beneficiaries:** 4,200
- **% female:** 50%

The United Nations High Commissioner for Refugees (UNHCR) outreach center in Johor, Malaysia provides shelter, education, healthcare, skills training and other critical services to refugees, most of whom are Rohingya. Agility helps to fund the center, which houses more than 50 Malaysian community organizations and will reach an estimated 12,000+ beneficiaries once operating at full capacity.

This initiative is part of our ongoing partnership with UNHCR. Through the partnership this year, we also supported 183 Syrian refugees in Jordan with job skills training and job placement assistance. Employee fundraising further supported UNHCR's mission of providing food, shelter and water to refugees around the world. This year, Agility directly reached 4,200 refugees with some form of assistance. When accounting for dependents and families, this number increases to approximately 16,000 people, according to UNHCR.

 [Read more.](#)

Improving the lives of disabled
children in Kuwait

We continued our three-year partnership with the Kuwait Society for the Handicapped to build and kit out the first sensory gym in the country built to international standards. The gym is part of the NGO's Children's Rehabilitation Unit and

is fitted with clinical equipment and furniture designed to improve users' sense of movement, body positioning, balance and spatial awareness.

 [Read more.](#)

Also in 2021:

Earth Day

We joined with others in the global community to celebrate Earth Day and reflect upon our impact on the planet. This year, due to pandemic restrictions, we went digital. Employees in 11 countries shared their favorite vegetarian recipes, planted more than 280 flowers, trees and herbs, joined two clean-up activities in their local communities, and participated in Earth Hour. Agility has been celebrating Earth Day every year since 2007.

Humanitarian Support

We continued to fund vital humanitarian support to those most in need. For example, we:

- Donated money to International Medical Corp operations in Lebanon — a country in economic crisis — for the purchase of essential medicines that will treat approximately 2,500 people.
- Partnered with NAS and Help Liberia to fund the transportation of hospital materials and equipment for Covid-19 response in Liberia, supporting the treatment of an estimated 2,000 people.

Global Integrated Logistics sustainability summary

Global Integrated Logistics (GIL) was a central part of Agility’s business for nearly 20 years. Until its sale to DSV in August 2021, GIL was the focus of our sustainability strategy and performance measurement due its significance to us in terms of headcount, size of operations, and revenue.

Through a decade and a half of work embedding sustainability across GIL’s business, we have demonstrated that an ambitious approach to reducing environmental and social impact can go hand in hand with profitability. We left GIL in a robust financial position as a thriving logistics business and will continue to have a stake in the company as major shareholders in DSV.

Here are some of GIL’s key sustainability achievements over the past few years:



Health and safety. Built a strong track record for health and safety, with one of the lowest recordable incident rates in the logistics industry.



Environment. Improved the accuracy and coverage of emissions data to include 99% of operations; worked with customers to reduce outsourced emissions by providing real-time data and route planning tools; reduced outsourced emissions year on year.



Fair labor. Implemented the Agility Fair Labor Program to embed respect for human rights across the organization — see relevant data on [page 25](#).



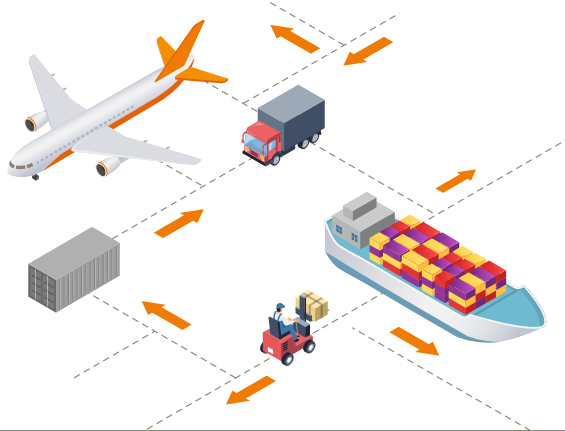
Supporting supply chains through COVID-19. Helped keep global supply chains functioning and resilient so that vital supplies of PPE, medical equipment, vaccines and more could reach their destinations on time.

Through the transfer of GIL to DSV, we established a smooth transition of key sustainability activities. We worked with DSV to ensure continuity of support for local office community projects, integrate our fair labor program into the DSV human resources program, and transfer our operational footprint management and green solutions programs.

Global Integrated Logistics Summary 2021

5,411,643

metric tons CO₂ outsourced emissions — 97% of total GIL emissions



7,306

employees trained on ethics



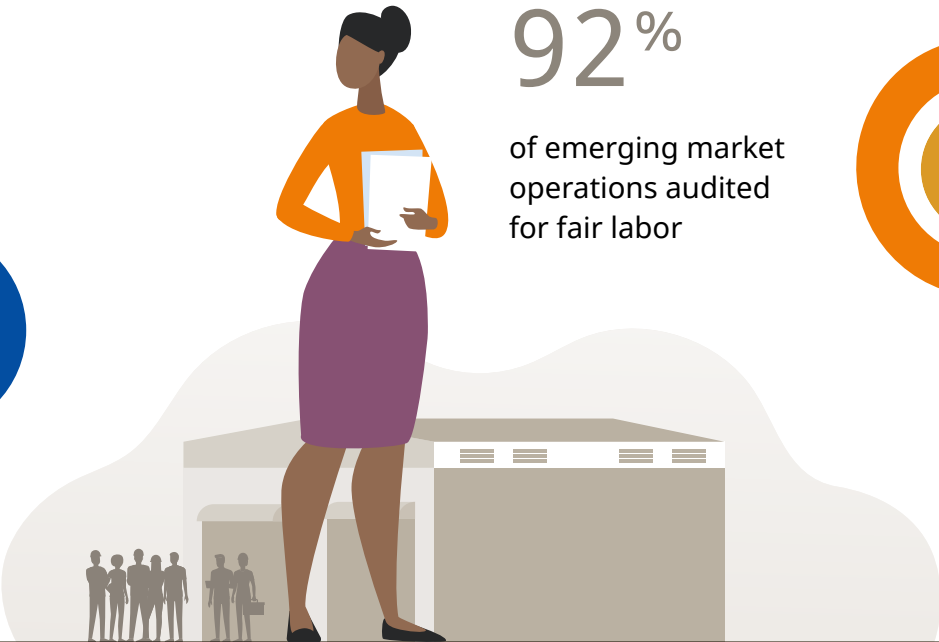
0.12

total recordable incident rate



92%

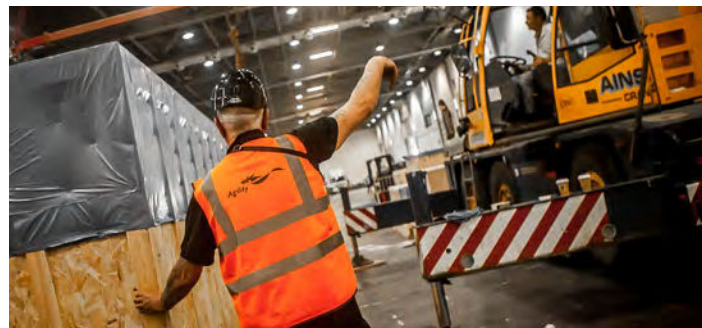
of emerging market operations audited for fair labor



Key sustainability data

Here, we report GIL's key sustainability data for the period from 1 January 2021 to 16 August 2021, when the sale of the business to DSV was completed.

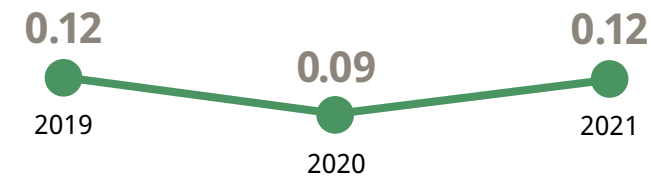
In some cases, figures for 2021 are estimates based on 75% of 2020 data, e.g. emissions and water use data. In others, we report using available data up to the point of sale, e.g. health and safety and fair labor data. The 2021 data points are not comparable with prior years, since they do not represent a full year.



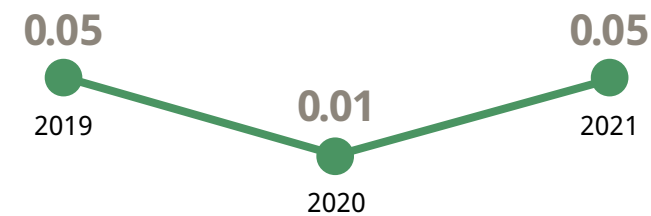
GIL key sustainability performance 2021, to point of sale

Health and safety

Total Recordable Incident Rate

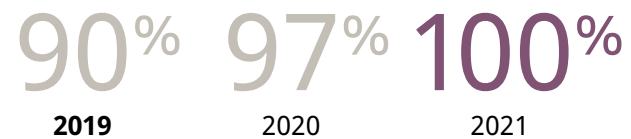


Lost Workday Case Rate

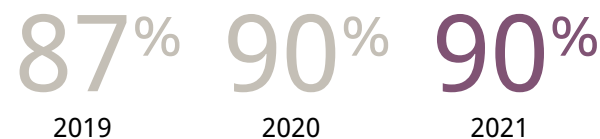


Fair labor

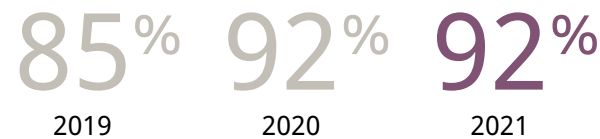
% operations to have undertaken self-assessments



% employees trained on human rights

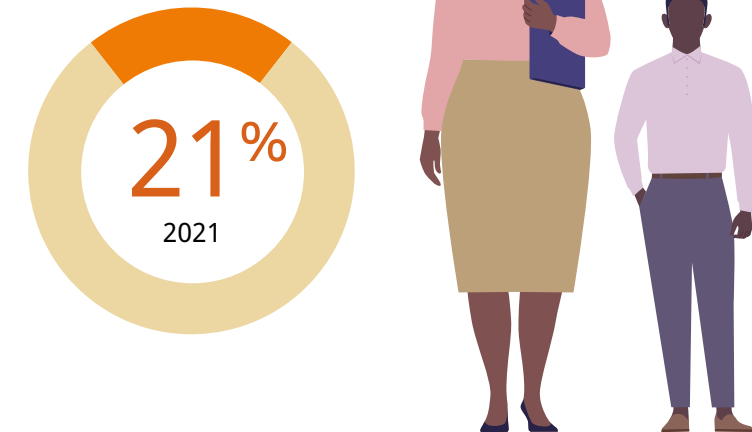


% emerging market operations audited



Gender diversity

Total % workforce who are women

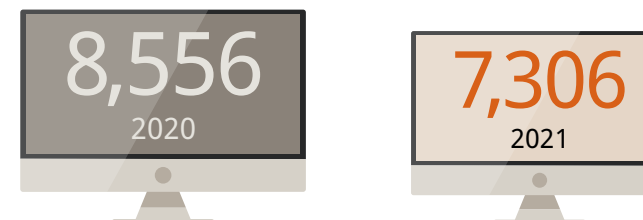


Training

Number of employees who accessed online training



Number of employees who undertook ethics training



Environment

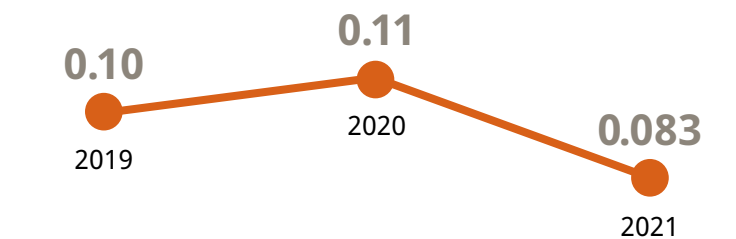
Scope 1 & 2 emissions (thousands metric tons CO₂)



Scope 3 emissions (thousands metric tons CO₂)



Emissions intensity (Scope 1 & 2 Emissions/Revenue in KWD)

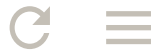


Outsourced emissions (million metric tons CO₂)



Water consumption (million liters)





About this report

Entities covered

This 2021 update on Agility’s sustainability progress covers activities and data for Agility branded organizations during the year 2021. Data and statistics from Global Integrated Logistics (GIL), Agility’s core commercial business division until August 2021, are reported on [page 25](#). All other data have been gathered from Agility’s remaining subsidiaries, covering the full year, with relevant scope defined in each case.

Data quality and coverage

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 — particularly in light of the sale of GIL as we work to strengthen data systems for our remaining entities. 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 [GRI index](#).

Financial figures are given in United States dollars unless otherwise stated.

Notes on environmental data

- Improving CO₂ emissions data accuracy is an ongoing area of focus for Agility. Many of Agility's

subsidiaries are publicly reporting on emissions for the first time this year. We will continue to work on expanding the scope and the quality of the data we report across our businesses going forward.

- Our 2021 fuel, electricity and water consumption data cover approximately 78% of our controlled operations and we will be working to increase that percentage to more than 90% by the end of 2023.
- Reported CO₂ data for 2021 covers Agility E-Services (AES), Agility Logistics Parks (ALP), GCC Services (GCC), Metals Recycling Company (MRC), National Aviation Services (NAS), Tristar, and UPAC. Other Agility businesses did not report in 2021.
- In some instances, estimates were made. For example, UPAC and GCS provide services in facilities where they do not control energy, water, or waste consumption and management. For a major UPAC operation in a government facility not controlled by the company, Agility has estimated a % of the gross energy consumed by UPAC.
- For GCS, no emissions estimates have been provided, because we were unable to differentiate the energy used by GCS while occupying facilities shared by other organizations, including government organizations.
- Where CO₂ data are reported, Agility relies on the conversion factors from the IEA 2021 Greenhouse Gas Emissions from Energy database, with the

exception of Tristar, which uses IMO factors for estimating vessel emissions and other sources for estimating vehicle and electricity emissions. In 2022 and 2023, data standardization and harmonization will be a priority.

- We own 65.12% of Tristar. However, emissions reported in 2021 cover 100% of Tristar operations.
- GIL is reported separately. GIL data is an estimate based on 75% of historic 2020 data, which covered 90+% of GIL operations. Due to reporting challenges in 2021 arising from the sale of GIL, 2020 data was determined to be a more accurate baseline from which to estimate these emissions.

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 and signed off by the senior management team.

External frameworks

This report contains disclosures from the updated GRI Sustainability Reporting Guidelines. Read our latest [GRI index](#).

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

listed right. See a detailed analysis of the links between our sustainability strategy and relevant SDGs [online](#) and in our [2020 Annual Report](#).

Our sustainability program supports the following SDGs

