

The Extra Mile

Beyond Logistics



Sustainability
Report 2014



ABOUT THIS REPORT

We are proud to present our annual Sustainability Report, outlining our performance for the calendar year 2014 (January to December).

The theme of this report, 'The Extra Mile - Beyond Logistics', describes our ambitious sustainability vision and represents our efforts to help integrate sustainability across all our operations and locations.

The Global Reporting Initiative (GRI) G4 Guidelines help us identify the key material topics, structure the content of this report and provide the narrative for our performance overview. This report is written 'in accordance' with the Core option of the GRI G4 Guidelines.

Our 2014 Sustainability Report covers our operations worldwide, broadening the report scope from the previous years, hence providing a wider picture of Tristar's operations. The report fully covers UAE, Oman, Kuwait, Qatar, Pakistan and Guam, while Haiti and South Sudan are partially covered.

[G4-18]

The concept of sustainability has with time become more familiar to our employees across locations within the group. In line with the GRI G4 Guidelines, we conducted a materiality analysis in order to identify the most relevant aspects considered critical to Tristar by both internal and external stakeholders (please refer to page 13 for more information). This report outlines the details regarding these aspects, as well as our management practices.

We have expressed our commitment to upholding the 10 basic universal principles of the United Nations Global Compact (UNGC). Our adherence to the UNGC is part of our firm's commitment to sustainable development. The report addresses our performance against the principles and serves as our annual Communication On Progress (COP).

The GRI G4 Content Index and the reference to the UNGC Principles can be found at the end of this report.

What's new?

- Transitioning from GRI 3.1 to GRI G4 Guidelines
- Widening the report scope and reporting at a group level
- Proactively collecting and integrating external stakeholder feedback

Feedback and suggestions:

We welcome feedback from all our stakeholders. Please contact: Arthur Los Banos, Corporate Communications Manager on arthur@tristar-transport.com

EY supported Tristar in the development of this report through facilitation of qualitative and quantitative data collection and assistance in the process of defining materiality. EY appreciate Tristar's leadership commitment towards integrating sustainability into its business strategy and day to day operations. EY wishes Tristar success on their journey for sustainable development in the years to come.

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GRI G4 Content Index



Eugene Mayne
Group CEO

GCEO statement

.....
Ø What does the title mean: The Extra Mile – Beyond Logistics?
.....

First and foremost we are a responsible company that happens to be in the logistics business. Towards this end we are committed to conducting ourselves and managing our day to day business activities in a socially responsible manner. This means No accidents, No harm to people and No damage to the environment. While our business efforts are focused on growing shareholder value we always keep one eye on the impact of our business on the communities in which we operate and we cannot do this if we are not prepared to go the extra mile to achieve our non-financial goals.

.....
Ø What inspired Tristar's commitment to sustainable development?
.....

Giving back is in our DNA. Be it a social, environmental or economic issue we believe, as a successful private business, that we have a role to play in what happens around us. The impact of our operations if not handled responsibly could have disastrous consequences. Therefore, what started off a safety in operations soon graduated into more complex issues of measuring and managing the environmental and economic impact of our business within our ecosystem.

.....
Ø How do you think Tristar's operations impact the economic and social development in Africa and in the rest of the world?
.....

Tristar has a robust responsible business culture in which we actively engage with our community and sustainable development initiatives. Our areas of work include education, medical support and water projects for the benefit of local communities in South Sudan and the Democratic Republic of Congo. In Africa alone we believe that we have positively impacted the lives of more than 5,000 people by providing jobs and stimulating economic activity in remote areas by building and operating fuel services that enable movement of goods and services by road, river and air.

.....
Ø How is Tristar contributing to the Dubai Police Vision 2020?
.....

The Dubai Police has set a goal to achieve a zero death rate, due to road accidents, by 2020. Our road safety project "Let's go home safely" launched in June 2014, is aligned with this and complements the United Nations Global Compact (UNGC) Principles 1, 7 and 8. We have partnered with the Roads and Transport Authority (RTA) of Dubai and the Royal Society for the Prevention of Accidents (RoSPA) based in the UK to spread awareness

in the UAE community that starts with school children and extends to heavy duty drivers who are key stakeholders in driving road safety.

.....
Ø What are your key goals for 2015?
.....

We will continue our responsible business journey by implementing best practices and benchmarking against best in class companies across the globe. Key among our initiatives will be to more effectively monitor and reduce our carbon footprint, conduct road safety awareness training for over 4,000 heavy duty drivers in Kingdom of Saudi Arabia, implement a social business project in South Sudan that would encourage social entrepreneurship and, of course, to continue our focus to ensure that our safety leadership is visible in each and every one of our employees.

CSO statement

Muhammad Akber
CSO



Ø How has Tristar performed in 2014?

It has been another successful year of continual improvement in our triple bottom line. We continued to strengthen our sustainability leadership and enhance the value we deliver to our staff, shareholders, suppliers, customers and community at large. Our commitment to sustainability starts with the GCEO and runs throughout the group network. The year has also witnessed greater level of involvement from our employees than previous years in our sustainability initiatives.

Ø What do you consider being the main achievements in 2014?

We were able to complete the full year without any fatality, major injury and environmental damage. On the compliance front, we introduced the whistle blowing policy and recorded zero cases of fraudulent or unlawful conduct.

We also won many prestigious awards for our road safety and community outreach projects including the Prince Michael International Road Safety Award in UK, the RoSPA Occupational Health and Safety Gold Award in UK, the Dubai Chamber CSR Label, the Arabia CSR Award for Partnership Project, the Supply Chain and Transport Award (SCATA) under CSR category, and Dubai Quality Appreciation Award for business excellence. Moreover, we were certified for ISO 39001-2012 standard (Road Traffic Safety Management System).

Ø Can you share Tristar's long term commitments/goals/plans/targets?

Safety remains non-negotiable in our business and we would continue our unwavering commitment to eliminate not just major but even minor accidents and incidents from our operations in line with our vision of Goal Zero. As a logistics company we are conscious of our footprints and would enhance our GHG emissions monitoring and offsetting methodology. We are also exploring the possibility of setting up a tire recycling plant and adopting eco-energy solutions like CNG fuel and hybrid vehicles in the UAE while solar energy and bio fuel in our Guam operations. We want our people and services make the world a better place and shall support and recognize our environmental improvement teams to create new opportunities for sustainability.

Ø What does sustainability mean to you?

I think this subject is still evolving and has different meanings for many people. For me sustainability is a constant learning curve and journey of continual improvement. It is an ongoing process that requires balancing the benefits and demerits of the economic, environmental and social consequences of our decisions. It means creating an economic system that improves our quality of life and well-being while simultaneously preserving the environment and its resources for future generations.

Ø What is in store for Tristar now?

We'll continue to measure and reduce our environmental footprint but we believe that footprint reduction alone is not enough. In line with our sustainability theme of going the extra mile- we shall work on understanding, measuring and expanding our handprint, i.e. net-positive impact of our business and services. Based on the success story of our "Let's go home safely" campaign for heavy duty truck drivers, we shall extend this to senior high school students in UAE to develop safety mindset before they apply for their driving license. We would work with our local partners and authorities to extend the road safety campaign in Oman and Saudi Arabia. We shall establish networks with customers, suppliers, authorities, NGOs and like-minded organizations to collaborate more and go the extra mile on sustainability goals of common interest.

OUR PROGRESS

2014 Key Achievements



Continued our community outreach programs such as blood donation, clean up campaign and public health



Received Prince Michael International Road Safety Award in the United Kingdom for our contribution to road safety in the United Arab Emirates



Collected external stakeholder feedback on the 2013 sustainability report and their expectations for the next edition



Reduced energy consumption at Dubai head office



Supported the cause of habitat conservation of endangered species in Guam



Achieved ISO39001:2012 certification for UAE operations

What's Next?



Engage the local community in South Sudan to initiate a social enterprise with long-term sustainable and measurable goals



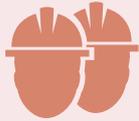
Enhance **engagement** with stakeholders with interactive sessions on safety and sustainability



With our entry in KSA market, work with local authorities to improve road safety conditions in the Kingdom



Develop capabilities to monitor and consequently control our GHG emissions from each delivery trip that we make



Launched a road safety project in collaboration with the Roads and Transport Authority (RTA) of Dubai and the Royal Society for the Prevention of Accidents (RoSPA) based in the UK



Introduced whistle blowing policy and hotline service for all our employees



Enhanced fuel monitoring through Enterprise Resource Management (ERM) implementation



Served as Task Group Head of Road Safety sub-group at Dubai Chamber Sustainability Network



Commissioned waste water treatment plant in UAE operations to reduce our environmental footprint



Received Dubai Chamber CSR Label

Enhance our GHG



methodology and expand this to our international network



Explore renewable and clean energy options like CNG fuel, hybrid vehicles, solar energy and bio fuel



Develop local talent through training and work experience



Continue collaboration with local authorities and RoSPA on road safety and expand our awareness project to high schools



Explore recycling opportunities in our operations such as used tires

ABOUT US

Vision



To be a globally recognized liquid logistics company offering superior services without compromising our core values and commitment to manage our business to the highest health, safety and environmental standards.

Mission



To develop and retain a qualified workforce to offer pre-eminent customer service, grow shareholder value and respect the communities in which we conduct our business.

Values



- Honesty, integrity and fairness in all aspects of our business
- Winning and developing customer loyalty by offering prompt, reliable and pre-eminent service
- Respecting the rights of our employees, providing good and safe working conditions and treating all employees fairly
- Conducting our business in a socially responsible manner and supporting health, safety and environmental issues, consistent with local regulations and as a good corporate citizen
- Developing good business relationship with our suppliers and in so doing, seeking to develop and promote our principles in order to maintain long-term relationships with our suppliers
- Protecting the investments of our shareholders and working towards providing them acceptable returns
- Discouraging any untoward payments while conducting our business

Beyond logistics

It is our mandate to drive our business with values rooted in sustainability by ensuring our community contributions make a difference in the long-term. We are great believers in sharing knowledge and empowering our peers to live and practice sustainability in their everyday dealings.

Tristar was established in 1998 and had played an integral part in defining the standards for road transportation in the GCC. Every year, we have implemented best practices learned from our peers worldwide and have supported government initiatives promoting safety on the road.

We are a fully integrated liquid logistics company, operating in more than 14 countries (Middle East, Africa, Asia-Pacific and Central America), and have an extensive team of 1,656 employees with headquarters in the UAE. We mainly cater to leading petroleum and chemical organizations locally and internationally. Our passion for excellence and safety has allowed us to grow in the region and internationally, too.

Our trusted, long-term partnerships with our stakeholders have been fostered and are the key driver to our success. As a subsidiary of Agility, our parent company, Tristar complies with the highest standards of transparency and governance established by Agility in its Code of Ethics and Conduct Policy. As an affiliate of the UNGC since 2011, we advocate the 10 principles in our sphere of influence.

In our third year running of reporting, we have expanded our scope of work by including some of our international offices. The UAE leads the group in road transportation, warehousing and shipping, whereas Guam's specialty is managing and operating the fuel farm there. Kenya and Pakistan, both established in 2009, are also road transporters; however Kenya offers warehousing services as well. Kuwait and Qatar were established in 2004 and 2005, respectively, to be road transporters. Qatar also offers warehousing and distribution services to their local and international clients. Kuwait's fleet of over 100 tankers caters to a large contract to distribute fuel across the country. Tristar Oman, founded in 2002, has been a leader in road

transportation and shipping locally, by transporting bulk and packed petrochemical products, lubricants, crude oil and jet fuels. Finally, South Sudan and Haiti have made major strides in contributing to the community while providing turnkey fuel supply services to our clients.

Delivering excellence

We operate in a few conflict-heavy countries to support organizations working to keep the peace. It is our job to find solutions to bring fuel to people living in difficult-to-reach geographical areas. We uphold the highest safety and quality standard for all our stakeholders, contractors and suppliers by providing an outstanding service. We share examples of best practices, transfer knowledge and provide training to our staff, contractors and suppliers. Over the course of time, our suppliers have grown with us. In 2014, a total 45% of our procurement was spent on local suppliers. We always strive

to hire local employees, as well as engage with local communities where we operate and conduct business.

Tristar received the Dubai Quality Appreciation Award (DQA) in 2014 and this reflects our strong commitment to service quality. The DQA is a process for recognizing role model organizations that excel in the area of leadership, strategy, planning, human resources, partnership and execution. The constructive feedback that we received from the DQA office is helping us to strive for continual improvement in our journey of excellence.

Further feedback was collected during our annual customer satisfaction survey in 2014, with more than 15 participants. Overall, the customers agreed that Tristar has a great reputation and brand image with high loyalty rates.

Financial Highlights

USD in millions

Direct economic value generated – GCC Operations (revenues)



Payments to governments



Employee wages and benefits



Community investments



Operating costs



Economic value retained



○ 2013 (GCC) ○ 2014 (GCC)
○ 2014 (GCC, Pakistan, Guam)

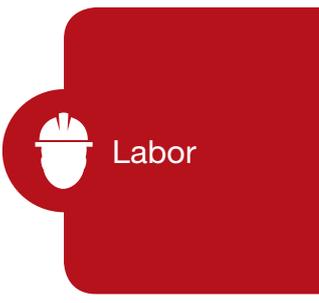


DELIVERING ETHICALLY

At Tristar, we give great importance to our Code of Conduct. It defines our commitment to honesty, transparency, equal opportunity and diversity. We use our Code of Conduct to identify and prevent

acts of unethical behavior if any, and ensure that this is applied across all of our operations. Fraud, corruption and misconduct have zero tolerance. The whistle blowing service initiated in 2014 provides

our employees with an outlet to voice anything unethical they have witnessed or heard of. We actively practice the 10 UNGC principles by being a responsible and ethical business.

	UNGC Principles	Tristar policies and procedures
 <p>Human Rights</p>	<p>Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights</p> <p>Principle 2: Make sure that they are not complicit in human rights abuses</p>	<ul style="list-style-type: none"> • Ethics policy • Equal opportunity policy • Tristar sex exploitation policy • Health and Safety policy
 <p>Labor</p>	<p>Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining</p> <p>Principle 4: The elimination of all forms of forced and compulsory labor</p> <p>Principle 5: The effective abolition of child labor</p> <p>Principle 6: The elimination of discrimination in respect of employment and occupation</p>	<ul style="list-style-type: none"> • Code of conduct • Recruitment policy • Equal opportunity policy • Health and Safety policy • Ethics policy • Security policy • Stop Work authority • OHSAS 18001
 <p>Environment</p>	<p>Principle 7: Businesses should support a precautionary approach to environmental challenges</p> <p>Principle 8: Undertake initiatives to promote greater environmental responsibility</p> <p>Principle 9: Encourage the development and diffusion of environmentally friendly technologies</p>	<ul style="list-style-type: none"> • Environmental policy • Health and Safety policy • Quality policy • ISO 14001 • ISO 39001
 <p>Anti-corruption</p>	<p>Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery</p>	<ul style="list-style-type: none"> • Conflict of interest policy • Anti-corruption policy • Whistle blowing policy

All staff are expected to complete the Ethics Online compliance course which will be launched at the 2015 Leadership Summit. This course will cover the importance of an ethical culture, how to make complaints, safeguarding confidential information and intellectual property, gifts and

entertainment, improper payments, conflicts of interest, respectful workplace, accurate records, and fraud and abuse.

We have enacted various policies to ensure our company culture prohibits bribery in any form. Contracts over a certain value

are always reviewed and signed off by our Group CEO (GCEO) to ensure transparency and that all departments are readily available for immediate audits and inspections. During the reporting period we recorded zero incidences of conflicts of interest, or bribery.

OUR GOVERNANCE

As a group, we demonstrate good corporate governance, with the aim to lead by example in our business community.

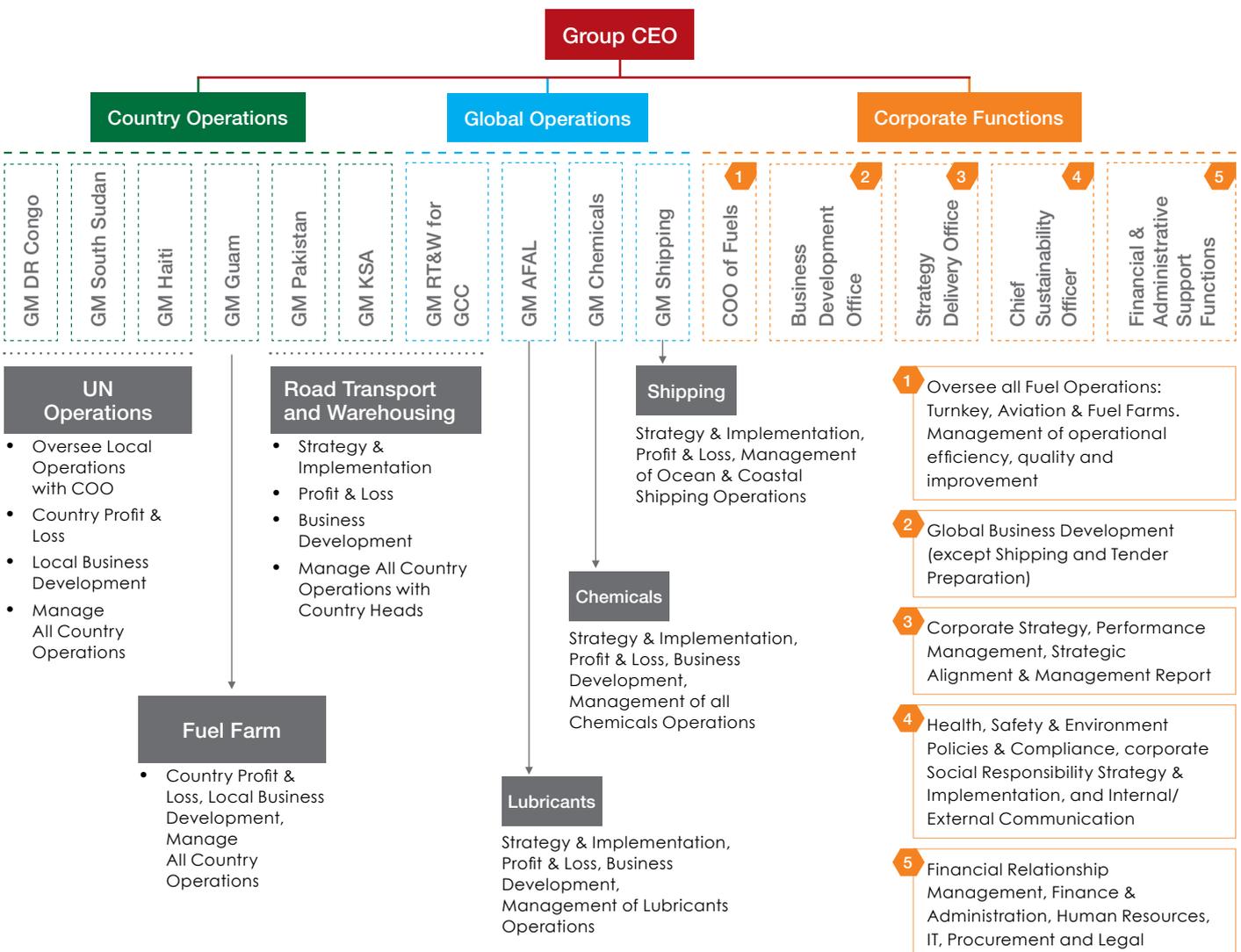
The GCEO drives the general management and controls the business affairs of the company. As a Board Member he shares the executive role with four others, all male and senior executives of Agility, where they meet periodically to discuss strategy, inspect budgets and financial reports, and conduct annual audits.

Our Strategy Committee and Profitability Committee are tasked with monitoring and managing of Tristar's corporate objectives and progress against its targets. In 2014, we established the following new committees:

- Business Performance Committee: The monthly performance review meeting (MPRM) takes place among our business leaders and the Finance and Strategy Delivery Office (FSDO) analyzes the strategic

performance, whereby decisions can be taken and acted upon immediately.

- Executive Management Committee: The GCEO chairs the Executive Management Committee every month, which aims to foster alignment among different businesses and support functions. It also serves as a forum to review the most pressing issues of the organization.



INTEGRATING SUSTAINABILITY

Although our Corporate Social Responsibility Steering Committee (CSRSC) assumes the responsibility for our sustainability activities and

planning, we strongly believe everyone has a role to play. The committee meets monthly to revisit our sustainability priorities, set

and review performance targets and redefine our sustainability action plans where required.

Each committee member has clearly defined responsibilities as highlighted in the graph below.

Team Leaders of four Environmental Improvement Teams
Committee members

- Leads respective teams in planning and implementing initiatives and reports progress

Group HSE Manager
Committee member

- Provides technical advice on safety and environmental efforts to benchmark against global standards
- Ensures compliance with applicable regulatory requirements, workplace safety, environmental goals, energy conservation, waste management, water use reduction and other innovations

Corporate Communications Manager
Vice Chairman of the Committee

- Oversees the implementation of all projects in the UAE and coordinates with the various operations on their initiatives

Group CEO, Sponsor

- Approves sustainability-related policies, suggests initiatives, sets targets, monitors performance and provides resources

GM HSEQ and Sustainability
Chairman of the Committee

- Chairs meetings, evaluates progress against plans, provides direction and has decision making authority

Group HR Manager,
Committee member

- Ensures that CSR program is communicated effectively to employees and supports in developing a CSR culture
- Champions human rights and labor standards implementation across the group

To help drive sustainability best practice, our environmental improvement teams help to spread awareness, to monitor usage and behavior, and to encourage open dialogue on matters pertaining to sustainability. With respect to our sustainability activities, we aim to make a difference by responding to social development needs

through innovative solutions. Our sustainability approach, embedded in our values, is reflected through the leadership, extends throughout the company, and is duly championed by our colleagues on a daily basis.

Our commitment towards integrating sustainability into our corporate strategy has been recognized by

the Dubai Chamber and Tristar has been awarded the CSR Label, which provides a diagnostic framework that helps companies to assess their current CSR contribution. It is also a learning and development tool that helps companies to define and improve their CSR strategy, policies and management practices.

Our sustainability priorities

As part of our sustainability approach we have identified several priorities that we are looking to focus on:



Increasing employee participation in CSR activities such as blood donation, Adopt-a-Camp, waste reduction, recycling, energy conservation, etc.



Exploring renewable and clean energy options like CNG fuel and hybrid vehicles in UAE and solar energy and bio fuel in Guam operation



Supporting social business enterprises in Africa to solve social problems of local community through a financially sustainable business model



Improving road safety conditions by collaborating with local authorities



Enhancing engagement with stakeholders on sustainability matters of common interest



Developing local talent through training and work experience



Supporting basic education within local communities in our African operations



Improving our GHG emissions monitoring and offsetting methodology

Focusing on what matters



G4-18, G4-26

Materiality Workshop

We identify the most important aspects for our business to stakeholders on an annual basis to ensure our sustainability approach and reporting are focused on what is important.

This reporting year we have taken a step forward and invited our external stakeholders to provide feedback on the 2013 sustainability report and materiality assessment. In order to collect the feedback, we hosted a workshop where some of our suppliers, contractors and clients participated

in an open discussion aimed at understanding their expectations and interests pertaining to Tristar. This initiative has helped us to better structure our reporting process, and also increased awareness of sustainability topics across our value chain. We consider this a great achievement that we would like to further develop in the years to come, as sharing knowledge is one of the key cornerstones of our sustainability efforts.

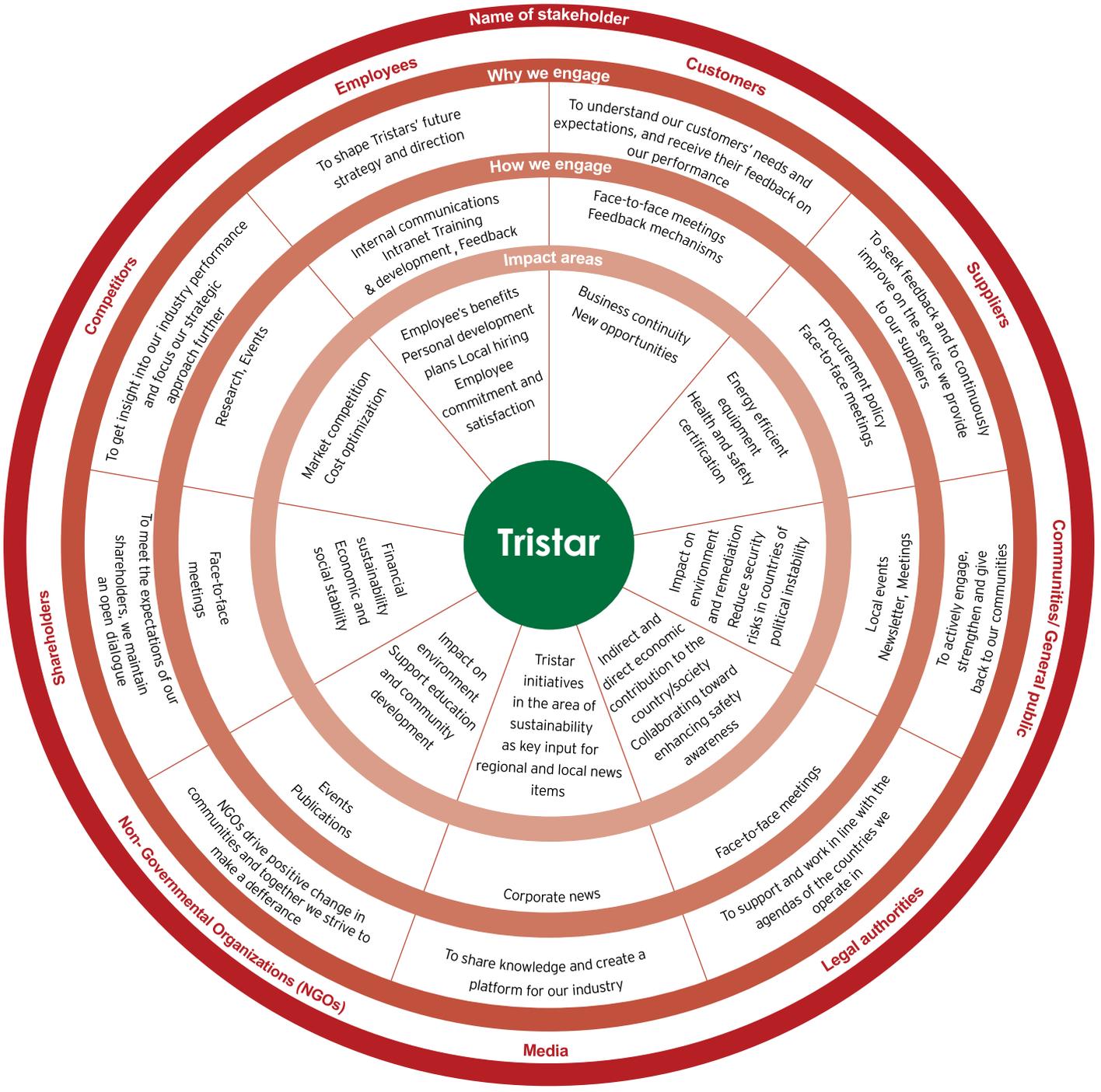
During the materiality workshop, our internal and external stakeholders also responded to surveys that helped us to prioritize our stakeholders and select the key material aspects. Further to that, the additional inputs helped us identify our materiality as we defined our strategic priorities.



Tristar is dedicated to honest and transparent business operations and highly values 'continuous dialogue' with stakeholders such as Al Ghurair Investment who pioneered Corporate Social Responsibility (CSR) in the Gulf and share Tristar's commitment to the highest standards of corporate governance.

Sameera Fernandes, Head of Corporate Affairs & Communications, AI Ghurair Dubai

We acknowledge the wide range of stakeholders across our value chain who are influenced directly or indirectly by our services and operations, and have therefore discussed our engagement with these groups across the report.



Name of stakeholder
 How we engage
 Why we engage
 Impact areas

We have identified and prioritized our material impact areas as follows: **G4-19, G4-20, G4-21**



Material aspects (GRI aspects)

Economic performance

Material within Tristar**
All Operations

Material outside Tristar
Communities, customers, shareholders, media



Material aspects (GRI aspects)

Occupational health and safety

Material within Tristar**
All Operations

Material outside Tristar
Suppliers, shareholders, customers, legal authorities



Material aspects (GRI aspects)

Products and services

Material within Tristar**
All Operations

Material outside Tristar
Customers, shareholders



Material aspects (GRI aspects)

Compliance (Environmental)

Material within Tristar**
All Operations

Material outside Tristar
Legal authorities, media, NGOs



Material aspects (GRI aspects)

Transport

Material within Tristar**
All Operations

Material outside Tristar
Customers, suppliers, communities



Material aspects (GRI aspects)

Training and education

Material within Tristar**
All Operations

Material outside Tristar
Suppliers, communities



Material aspects (GRI aspects)

Market presence

Material within Tristar**
All Operations

Material outside Tristar
Shareholders, communities, competitors



Material aspects (GRI aspects)

Local communities

Material within Tristar**
All Operations

Material outside Tristar
Communities, NGOs



Material aspects (GRI aspects)

Energy

Material within Tristar**
All Operations

Material outside Tristar
Suppliers



Material aspects (GRI aspects)

Emissions

Material within Tristar**
All Operations

Material outside Tristar
Suppliers, shareholders, media

** All operations refer to the scope of work defined for the 2014 Sustainability Report.

SPECIAL FEATURE

Safety First, Last & Always

Our Service Lines | Road Transportation

Our Response

Vehicles carrying petroleum and chemical products share highways and roads with the general public, which presents a great risk. Automotive accidents increase the risk of spills and explosions putting life and property in danger.

Tristar has rigorous policies and a comprehensive road safety management system in place to ensure safety of its transport operation. Our stringent recruitment process ensures that we hire experienced and competent drivers who are then given exhaustive safety induction trainings before driving. The regular trainings and open dialogue have increased awareness and extend the safety culture within the organization.

Our workshop operates with the purpose of ensuring that our vehicles meet not only local regulatory and customer requirements but also many best practices worldwide. Our vehicles must be fit-for-purpose based on assessment of usage and working condition, maintenance, manufacturer specifications and local regulatory requirements.

We maintain a strict policy for our drivers, on minimum and maximum working hours, all monitored through the vehicle GPS tracking system.

Road accidents | Product leaks or spills |
Vehicle breakdowns | Driver fitness
and alertness

Key Safety Risks

Our Service Lines | Fuel Farm Management

Our Response

We follow a robust program to avoid fuel leakages, for inspection and maintenance of our storage tanks, pipelines and fittings. Liquid fuel is highly flammable and when not handled safely has the potential to cause damage. All design and construction follow applicable engineering standards to prevent leakages or accidents. All fuel farms are equipped with necessary firefighting equipment.

Fuel leakage | Risk of fire¹⁵ | Personal risks | Infrastructural design risks¹⁶

Key Safety Risks

Our Service Lines | Ship Owning and Chartering

Our Response

A ship-to-ship collision would result in severe structural damage and would cause the spillage of petroleum products, our main transported goods, with the risk of direct and indirect negative impact on the environment. Severe weather, equipment failure and human error are big risks, too.

Tristar believes in upholding the highest safety standard by ensuring all parties are prepared to handle an oil spill emergency. Tristar organizes every year full scale Tier 2 oil spill exercise where all stakeholders, Oil Spill Response contractor, Port Authorities, Owners and Managers take part. This enables all parties to be familiar on how to work together to handle a major incident.

We benefit from our partnership with 5 Oil Majors by co-learning from incidents experienced by all. Our Shipping Safety Day invites the crew from all of our vessels, charterers, Port Authorities, Managers and Owners to share best practice and to reiterate existing knowledge. Tristar invests in a continuous training program for all officers, to ensure that we deliver the highest form of excellence, and have correct and relevant qualifications.

Collisions⁶ | Oil spills⁷ | Risk of severe weather⁸ | Cargo handling and stowage⁹ | Human error¹⁰ | Hazardous materials¹¹

Key Safety Risks

Our Response

The slips and trips in the warehouse when moving materials to different places is a large risk. Any product spillage on the floor can cause physical or health hazards. Tristar warehouses are certified by competent authorities to applicable health and safety standards for the storage of dangerous materials. The warehouses have safe highlighted walkways with signage to avoid accidents. It is also mandatory to use Personal Protective Equipment (PPE) and to keep our space organized and clean. Appropriate safety signage like safety instructions are displayed throughout the warehouse. Inventory management is done through our warehouse management system for speed and accuracy. In 2014, we synergized our efforts to co-load the cargo from various accounts. The goal was to achieve:

- Fuel savings and reduced carbon footprint
- Better tire mileage leading to longer tire change interval and reduction of maintenance cost of vehicles
- Better utilization of vehicle capacity

Further to that, we conduct regular HSE sessions with the ground staff to encourage knowledge sharing. Our warehouses are eco-friendly; we take advantage of the natural sunlight and wind energy for lighting and ventilation. The warehouses have been fitted with a proper pantry, with the required equipment to store and heat food with cool drinking water and a rest area to relax during breaks.

For service efficiency, we implemented:

- Staggered Shifts to achieve a higher number of deliveries and early departures
- An excel based system to track product weight, vehicle load and capacity calculation to shorten the time taken to plan a vehicle load and delivery
- An excel based system to achieve multiple tasks in one go to avoid repetition (Report generations, repeated and selected print jobs)

Material handling¹ | Warehouse equipment accidents² | Storage of hazardous materials³ | Personal risks⁴ | Housekeeping hazards⁵

Key Safety Risks

Our Response

Aviation fuel is highly inflammable and can cause a fire or explosion if not properly handled or stored. Refueling an aircraft requires extra safety measures to avoid consequential damage to human lives, property and the environment. Our staff are extensively trained by certified instructors to carry out their job safely. We use protective equipment like ear muffs and respiratory masks to avoid health hazards.

Each category and grade of fuel requires its own unique procedure for receipt, storage and distribution. Intermingling of fuels can result in a highly dangerous situation for fueling the aircraft. To counter this Tristar has very stringent procedure and checks to ensure the right quality of fuel is going into an aircraft.

Health hazards¹² | Risk of fire | Runway safety¹³ | Fuel handling risks¹⁴

Key Safety Risks

Our Response

Petrol can pose multiple risks, such as fires or explosions, environmental damage and negative health effect. We take measures such as bonding, no smoking, intrinsically safe equipment and staff training to tackle these risks. It is also true that like our other service lines, any collision can be detrimental to structures, people and other vehicles, which could lead to exposure to hazardous substances through accidental spillage or leaks causing respiratory problems, dermatitis or chemical burns. We have detailed risk assessment, safety audits and safety walkabouts in place through which we mitigate such risks.

Fuel storage¹⁷ | Vehicle movement¹⁸ | Hazardous Substances¹⁹ | Manual Handling²⁰ | Slips, trips and falls²¹

Key Safety Risks

Road Safety

Country Case Study : Improving Road Safety in Pakistan

Improving Road Safety in Pakistan

In Pakistan, our road safety principles and initiatives take priority. We initiated a summer and a Ramadan safety campaign. Prior to the holy month of Ramadan, Tristar drivers were advised to be 'safe in the sun', by drinking water or juice frequently. We also extended this advice to even non-Tristar drivers in a safety briefing, discussing fatigue management, Ramadan safety guidelines, vehicle inspection and mandatory daily rest. This was attended by customer representatives and the National Highway and Motorway Police officials.

Our Mega Emergency Response Drill was attended by many clients and partners. We discussed the importance of the drill, our HSSE Initiatives and the correct protocol for an emergency response.



We worked with the National Highway, Motorway Police and the Fleet Operators Association of Pakistan for the establishment of first Road Safety Institute and Driving School in Sindh province by contributing US\$ 5,000. The unveiling ceremony was held in Karachi in the summer of 2014. Once it is fully operational, it will be mandatory for all private and government entities to ensure that their drivers are registered with it. A driver's licensing authority will also be established at the institute for the purpose of issuing driving licenses to the people of Sindh. Drivers will undergo both theoretical and practical exams and only deserving candidates would get licenses.

We recognize that the nature of our business requires a detailed focus on strict measures to ensure the safety of our employees, contractors and general public, who can be exposed to the risk of accidents and hazardous material daily.

Tristar is committed to the highest standard of health and safety as demonstrated by achieving the global certification of ISO 39001:2012 in recognition of our Road Traffic Safety Management System. This standard outlines a framework to help organizations reduce and eliminate the risk of death and serious injuries related to road traffic accidents.

Tristar has an Integrated Management System that also covers ISO14001, ISO9001 and OHSAS18001. We are also attested for Safety and Quality Assessment System (SQAS) by the European Chemical Industry Country (CEFIC). In order to identify and manage health and safety risks, data driven management systems can reduce the risk of accidents and improve safety performance. By having access to and by tracking our data, we are able to introduce or amend measures to help improve the system and fine-tune our activities.

Our vigorous approach to safety is determined by the results of our performance and management systems in place. We continue to use our HSE online portal to track near miss, incidents or safety violations. We can extract a trend analysis to foresee any improvements needed and in turn, maintain a record of corrective and preventive measures taken. Our safety committee, represented by all departments, also continues to champion occupational health and safety with the leadership of our GCEO in the UAE and the heads of other countries.

We in the RTA believe in the importance of strategic partnerships with the private and other government sectors in Dubai, and in particular to share the importance of awareness targeting sections of the community to raise their level of awareness regarding traffic in the Emirate of Dubai. During the past years we did not stop supporting outreach efforts undertaken by private companies in Dubai, including the latest by Tristar that deserve our thank you in disseminating the safety culture to the public especially drivers of heavy trucks. We believe that the existing partnership projects with large transport companies should continue and we will support all campaigns aimed at raising traffic awareness for drivers.

Engineer Hussain Al Banna,
Director of Traffic Department at
the Traffic and Roads Agency

We have empowered every staff with Stop Work authority signed by the GCEO which authorizes them to say No and Stop any unsafe work. In 2014, we conducted a wide range of safety awareness campaigns. Safety Day was declared on March 22 (Shipping Safety Day was held on December 15) and was conducted in all of our locations where everyone engaged in open dialogue on safety and well-being when on and off the job. The theme 'Let's get home safely, every day' has remained as our guiding motto.

"My message for this safety day is that we all need to avoid 3C's (Carelessness, Compromise and Complacency). We must identify unsafe behaviours in our operations and take responsibility to initiate actions that mitigate risks."

Eugene Mayne, Group CEO

Safety Day also included a field safety exercise with a risk assessment. Our employees participated in a walk around their facility, warehouse and workshop; an inspection of vehicles, vessels and fire extinguishers; and awareness session about facility risk. Safety Day's spirit is maintained throughout the year and is a great opportunity for the entire team to come together. In addition to that, safety discussions are embedded in our daily activities. At our daily Tool Box meeting, we share achievements and shortfalls related to individual assignments at work. This includes all internal and external assignments, safety concerns, risks and potential danger, best work practices and more. Our teams are highly enthusiastic about this initiative and look forward to sharing and learning from each other.

In order to reduce the exposure to carcinogenic substances that cause health risks from the asbestos, a fiber typically used on break liners, we introduced asbestos free brake liners, installed in all vehicles in the fleet in 2014 in the UAE, with the goal of implementing this initiative across all Tristar locations. Our drivers enjoy the opportunity to benefit from the Accident Free Bonus incentive, an initiative created to encourage safe driving. All drivers receive this bonus if there were no accidents during the year. The Drivers League System measures the drivers' performance score at every quarter.



The training from Tristar helped in identifying and addressing traffic safety issues especially in the context of UAE. It was imparted by well qualified and highly skilled instructors and was mainly concentrated around Heavy-duty Defensive Driving. It was more of a refresher course which reinforced do's and don'ts' of driving and the drivers now drive more safely. Frequent training of this type certainly helps drivers in remembering the rules at the time of crises while driving.

Above all, the Program offered a dynamic creative mentorship and guidance to our drivers, and opportunities for repeat trainings through leading traffic safety experts like RoSPA, RTA and Tristar.

Dr. Sangeeta Sharma
Manager CSR, Apparel FZCO

We demonstrate our appreciation to our employees by issuing certificates and awards for those who demonstrated efficient work each quarter and contributed to saving time and resources.

"It is most useful to share knowledge and to keep track of the learnings of others and to be aware of the dangerous products we carry."

John Varghese, Driver Mentor,
Tristar Dubai

Fuel Supply Safety

Awareness Initiatives



Emergency Response Drill

Observed as a 'timely evacuation and headcount' with participation of:

- Office staff
- Warehouse staff
- Workshop staff

Also observed a mock road transport emergency drill to see effectiveness of our ERP system.



HSSE Training in Haiti

The training focused on environmental protection and UN Regulations such as spill, waste handling, disposal, pollution and soil contamination. Our GCEO, Eugene Mayne, commended the training and urged the Haiti Team to "sustain training and development initiatives".



Cleaning up Hazardous Hydrocarbon Spills

The Oil Barons demonstrated a solution, Peat Sorb, a lightweight non-biodegradable natural organic absorbent made from 100% Canadian Sphagnum. It absorbs the hydrocarbons with minimal risk to the environment.



Aviation Refresher in DRC

The two-day Aviation Refresher Training focused on aviation field operations and product quality control. We partnered with Hansa Consult, founded in 1979 to provide airports, tank farm operators and oil companies with safe and economic fuel infrastructure.



First Aid in South Sudan

Our first aid training covered ABCs of life, first aid, CPR, bleeding measures, fracture responses, head injuries, and treatments.



Joint Inspection Group Aviation Training in Haiti

The Training is a mandatory requirement set by the aviation sector to keep up with the latest trends, policies and technologies.



Effective Emergency Response in South Sudan

The emergency-readiness of Tristar South Sudan was tested when a third-party aircraft operating for an international organization crashed at the Bentiu Rubkuna Airport and skidded near the fence of the Tristar depot.

Our staff responded within 30 minutes with fire extinguishers and other emergency equipment to contain the situation and mitigate consequences of an incident.



Lost Time Injury



Occupational disease incidents



Near miss reported



Award-winning Campaign

We continue to ensure that safety is our topmost priority by sharing our experiences and international best practice with our peers across Tristar and in our wider circles in the region.

Our partnership with the Roads and Transport Authority (RTA) in the UAE and the UK-based Royal Society for the Prevention of Accident (RoSPA) was initiated with the purpose of implementing a road safety project entitled "Let us go home safely" in the UAE. This project targets heavy vehicle drivers. Drivers who operate these vehicles are highly vulnerable on roads and are at risk of dangerous accidents that could potentially cause multiple fatalities, injuries, fires and environmental damage.

To further understand the cause of accidents, a survey was distributed among commercial heavy-duty drivers from diverse backgrounds. Drivers had up to 35 years' experience, with the average being 10.5 years. They ranged in age from 24-53, with an average of 35.4 years of age. Some highlights of the results:

- Only 34% of our drivers believed accidents happen due to human error, which otherwise statistically is the most common reason for accidents
- Almost a quarter of the drivers believed the accidents were not preventable and an act of God
- 35% of our drivers had been in an accident

With this valuable insight, RoSPA designed and developed a customized training program which was then translated in multiple languages to be understood by drivers.

Tristar managers and operations staff participated in the "Train the Trainer Course" conducted by RoSPA at the midyear mark. Shortly after, the road safety awareness campaign workshop was publicly launched at the RTA Bus Depot in Al Aweer, Dubai, UAE. Heavy-duty drivers and transport providers were offered comprehensive training on accident free driving. The campaign was extended to our external stakeholders and associates. In total we trained more than 500 heavy vehicle drivers at no cost to attend the workshops. Additionally, Tristar spoke about road safety at Best Practice Seminar organized by the Centre for Responsible Business of Dubai Chamber of Commerce, truly representing Tristar's safety values.



"Hearty congratulations to you and TRISTAR team on winning coveted Prince Michael award for 2014. Being recipient of this award last year, we in Shell very much recognize immense value this has in the Road Safety arena. Your team richly deserves the award. As a team, you have not only accepted the challenge posed by Road Safety FDG team of Shell but, have now proven you can do better."

Ashok Kulkarni, Downstream Road Safety Manager East and Africa Shell Markets

Awards won



Arabia CSR Network awarded Tristar under the Partnership Project Category of the 7th cycle of the Arabia CSR Awards 2014

Prince Michael International Road Safety Award awarded by His Royal Highness Prince Michael of Kent (Patron of the Commission for Global Road Safety)



Supply Chain and Transport Award (SCATA) under the CSR category

Our campaign is aligned with:



Dubai Police's Vision for Road Safety:
To reduce road deaths to zero by 2020



The UN Decade of Action for Road Safety 2011- 2020:
The Decade of Action has the official goal of 'stabilizing and then reducing' global road traffic fatalities by 2020

- A landmark resolution by the UN General Assembly
- Co-sponsored by 100 countries



The UN Millennium Development Goals 6, 7 & 8:

6: Combat HIV/AIDS, Malaria and Other Diseases

7: Ensure Environmental Sustainability

8: Global Partnership for Development

Note: Global road death and injury are considered a major public health problem with a broad range of social and economic consequences which, if unaddressed, this may affect the sustainable development of many countries.

Our Shipping Operations

Tristar Shipping Safety Day



We began operations in Fujairah in 2009 and our first Tristar Shipping Safety Day was held on December 15, 2014, with much enthusiasm. We had the support of Fujairah Port Authority officials and the participation of all crew from the Fujairah-based vessels. Ship managers, representatives from our charterers, Fender & Spill Response Services (FSRS), the oil spill response contractor and members of the port authority all took part in the Safety Day. The event was conducted with the theme "Let's go home safely, every day", a topic of concern for all the crew and their families, considering the risky jobs conducted by the crew on a daily basis.

Shipping Safety Day brought together different parties to encourage an interactive dialogue concerning safety topics like attitude, specific high-risk operations, controls and procedures. We emphasized the health, safety and environmental responsibility of all those participating. The owners' and charterers' commitment was demonstrated through the participation and results of the discussions. The general consensus: Safety always comes first.

Our safety initiatives also extend to the shipping arm of our business where we are proactive in communicating best practice and learning from incidents. In 2014, we added Tristar Sariyah, our seventh vessel under the Tristar flag. At Tristar, we own ships and charter them, offer offshore bunkering, and provide inland and coastal water transport services to our clients. We adhere to strict policies and guidelines when delivering our services. We operate double hulled tankers and barges that carry clean petroleum products such as marine lubricants, as well as marine fuels for bunkering activities of oil majors. Our vessels operate on the basis of long-term charters with major oil companies.

Tristar's performance is measured by their excellent service to their clients, Exxon Mobil, Shell, Total and Castrol. Our industry has unforgiving and rigid laws, policies and rules to which we must abide by. Tristar's relationships with their clients are a strong indication on how much they have grown and how well they perform. Tristar and the Port of Fujairah began business in 2009.

Captain Tamer Masoud, Harbor Master, Port of Fujairah, UAE



The annual Oil Spill Drill, hosted at the Port of Fujairah (UAE), was another successful event, giving the crew a point of reference in their day-to-day operations. Tristar captains and crew from our vessels, the port authority, the marine representatives, the coast guard and the Environmental Agency all came together to work as a team. In this exercise, all the unknown kinks in the process are ironed out.

"Tristar's initiatives, such as the Oil Spill Drill have increased awareness and encouraged teamwork and time management across the board in case of an oil spill," said Captain Masoud. Safety at sea is the number one issue for all concerned. The largest challenge when having to react to an oil spill is the deployment of the recovery equipment, to contain the damage. The average reaction time measured for the past three exercises was two hours, and although this is quite quick, it does not constitute a guarantee of no harm to the environment as a result of a spill.

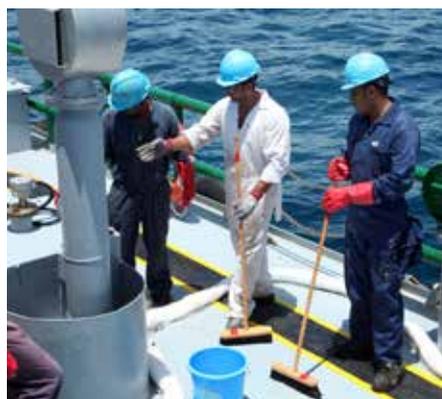
We started the shipping division of Tristar with our first two vessels in 2004 for delivering fuel cargos at load and discharge ports. Our diverse fleet comprises ocean and coastal vessels as well as river barges for transportation of fuel through waterways. We provide safe solutions to our clients, who place their trust in us to adhere to the marine laws and to protect the environment. To serve the customers in some African countries where road transport is very difficult and risky, Tristar developed water transport services and built double hull barges and tugs, all meeting international regulations.

Tristar has selected qualified ship management companies that have the proven capability of managing

any crisis on their behalf and for reacting in a timely manner in all difficult situations. A crisis could be an oil spill or a fire, for example. Tristar measures their competence by conducting an annual full-scale exercise. In 2014, we had no incidents of this type.

We distributed a survey among our shipping stakeholders, of which we extracted overall satisfactory results out of eight participants. The majority of the respondents were satisfied with all aspects of Tristar and its shipping business line.

Our health and safety standards follow the same framework that is applied to our other service lines. We carry out compulsory inspections twice a year. The inspections follows the Oil Companies International Marine Forum (OCIMF), Ship Inspection Report Program (SIRE) guidelines and processes and are expected to meet the clients' standards. Different clients have their own sets of standards, so we ensure the highest level of quality for our clients by tracking our improvements. Similar to our land-based staff, we also hold Tool Box meetings that help our teams to learn from incidents that may occur. We believe in the 'Train the Trainer' approach and we share vital information with our captains and chief officers.



"The drills have been extremely beneficial and have helped my colleagues and myself to work more effectively as a team. In addition to that, I have enjoyed the computer programming trainings hosted by Tristar."

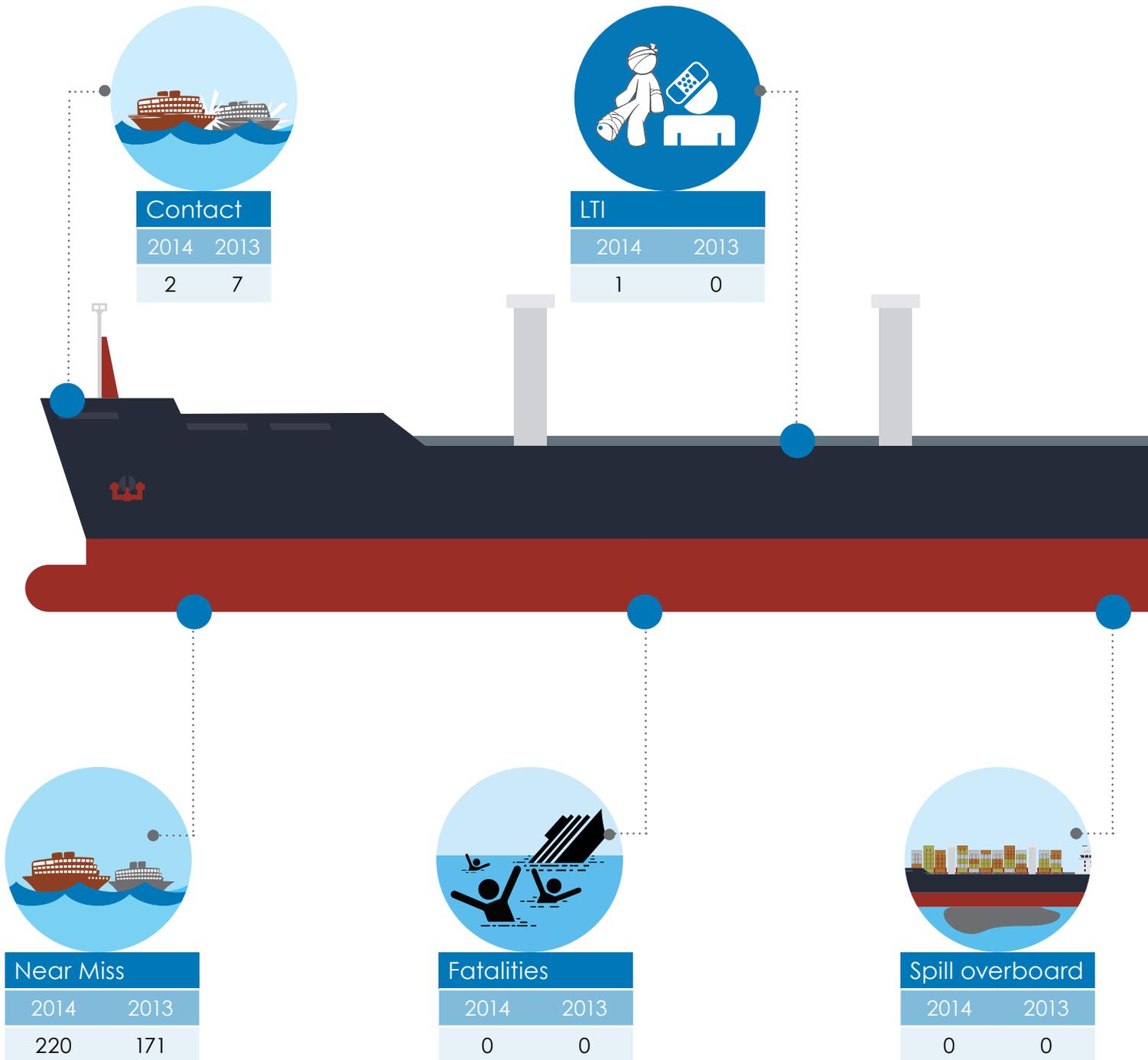
T.C.D. Kumara
Chief Officer (deck), Sri Lanka



"With the responsibility of the safety of the engine, the drill and the training have been vital to our day-to-day work. It is reassuring to know that in any given situation, the team will come together to achieve the best possible outcome."

Tibuang Martin
Chief Engineer, Indonesia

Shipping Safety Records



Tristar's HSE Group began to measure risks more closely in 2014. There was an increased effort to monitor and record near misses. More number of near misses were identified during 2014 than 2013. By giving it more attention, we are more conscious to prevent a mistake from happening.



Fire & Explosion

2014	2013
0	0

Spill contained on board

2014	2013
0	1



First aid cases

2014	2013
1	1



Number of Inspections

2014	2013
12	6

MEASURING OUR PERFORMANCE

Our Employees

It is through role-play, training, open dialogue, group dynamics and leadership programs that enhance career development at Tristar. The foundation of our drive to excellence

has always been education and sharing knowledge. We have marked our employees' professional development as a priority and have many schemes in place to ensure everyone benefits from it.

In line with our effort to drive excellence through collaboration, the third annual Leadership Summit will be in 2015 with the theme set to be 'Innovation Premium' where we will strategically brainstorm to optimize our stance in the company and explore how we could all grow together. The goal will be to double our revenues by 2017, by creating new streams of business and planning an expansion of our existing activities. We maintain our high standards by committing to running our initiatives with the utmost integrity and providing our colleagues with opportunities and facilities to be comfortable at work. For the past three years running, our management has benefitted from a scorecard program that keeps motivation high across the spectrum. Additionally, we expect to release redesigned job roles with corresponding Key Performance Indicators (KPI) by year-end 2015.

We have an ongoing goal to recruit more female staff to join our teams to work towards achieving a gender balance in our workplace. In 2014, we increased our number to eight female staff across the Group, with seven based in Dubai.

We are great believers in learning by action. Our training sessions and toolbox meetings have empowered our employees to take charge of their knowledge and to apply it to any given situation. We also place a heavy emphasis on good health. In 2014, the Wellness Club was launched in the UAE as a new initiative that encourages healthy eating and exercise for our well-being. Part of this initiative includes a daily 5-minute stretch break and the weight loss program.

Whistle Blowing



Do you have a concern or issue to share with Management?

Call In Touch®

A Confidential and Anonymous Way to Communicate

Since its introduction in 2014, the whistle blowing service "Intouch", operated by an independent external party, has received a positive response among our peers. The service allows employees to bring workplace concerns, as well as any fraudulent, unethical or unlawful conduct, to the attention of the higher management. Although we have had no cases to date, an outlet to voice concerns has improved our work environment by enhancing transparency and enforcing Tristar's values.

"I encourage each one of you to actively use this facility, if the situation demands it and without the fear of any retribution."

Eugene Mayne
Group CEO

"I have learned about this initiative through the newsletter, and posters which highlighted the importance of it and encouraged to use it if the situation arises."

Mukesh Sharma
Assistant Manager, Fuels

The Weight Loss Program was very beneficial for me. I lost 6.1 kilogram and was recognized for it at our Annual Party. The program provided me with structure and encourages healthy habits.

Suhail Dalvi
Documentation Officer, Tristar Dubai

In 2014, we focused our efforts on a range of activities across all countries of operations. Our intranet website, Tristar Planet, is actively used by our teams in the UAE and we plan to extend this to all entities by the end of 2015. Integrating our policies and procedures, newsletters, downloads, photo library and other Tristar-related information on one platform is an efficient way to share knowledge. We also have regular initiatives that run in all of our offices, across borders, such as Earth Hour and World Environment Day. We are aiming to further enhance CSR awareness by launching the Global CSR week starting from 2015.

We are committed to ensuring our staff are able to maintain a fair work-life balance through positive initiatives, such as providing transport facilities from Sharjah and other locations, as well as providing out-of-office social and sporting events and activities, such as table tennis, cricket matches, Toastmasters club and yoga classes.

Our Annual Safety Day and quarterly safety meetings are important events for all involved. In addition to knowledge sharing and open dialogue, the Stop Work authority reiterates our commitment to Goal Zero.

We have made 'Goal Zero' our slogan for avoiding accidents and returning home safely to our families. The emphasis placed on well-being and family has truly motivated our teams to be effective in their work. This is also the case for our shipping employees, who also participate in Safety Day and have taken multiple training courses. The highlight for the second year running was the Oil Spill Drill, bringing together the team, the port authority and other parties at the port (please refer to the safety section for further information).

Additionally, an older program, known as Toastmasters also proves to be a tool of empowerment, which improves public speaking skills and boosts confidence. These skills

trickle down through the business, encouraging and creating a happy working environment. For example, in 2014, Assistant IT Manager, Jayesh Menon conducted a training session on SMART applications at the Labor Accommodation in Jebel Ali in the UAE, in order to share how we can pay phone bills and check traffic fines through a smart phone application. Shortly afterwards, our Communications Manager, Arthur Los Banos, provided a short lesson on conversational English.

Our structured training programs have allowed Tristar's employees willing to learn more, as has been consistently demonstrated through regular feedback, through surveys and verbally through conversations with peers and managers.



"Participation in Safety Day is special to us, as we are recognized for our professionalism, know-how on the job and a confirmation of how well we are doing in our careers."

Muthusamy Servai Arumugham, Light Duty Driver, Tristar Dubai

Tristar Group Workforce Overview 2014

Country	Managerial Staff	Office Staff	Support Staff + Crew	Field Staff	Total
UAE + crew	19	103	61	449	632
Kuwait	2	14	2	67	85
Oman + crew	2	8	13	79	102
Mauritius	0	0	20	0	20
Qatar	1	1	2	10	14
Kenya	6	17	3	56	82
Guam	5	8	25	6	44
Pakistan	10	9	14	219	252
South Sudan	3	47	35	157	242
Congo	9	12	2	15	38
Uganda	3	6	3	2	14
CAR	5	18	13	68	104
Haiti	8	4	4	11	27

This system fosters and rewards noteworthy performances across the company by aligning the objectives of our colleagues with the company's vision. It also motivates our teams to perform at their best, knowing that there are defined incentives in place for high achievement, such as significant bonuses.

Nationalization

Ensuring we provide work to our local communities is of vital importance to us. A challenge faced in the UAE is finding local talent that is interested in the job opportunities we offer. Nevertheless, we will continue striving towards hiring more Emirati Nationals in the coming years.

Local recruitment in 2015 has been planned to be more rigorous in Oman, due to the fall in numbers.

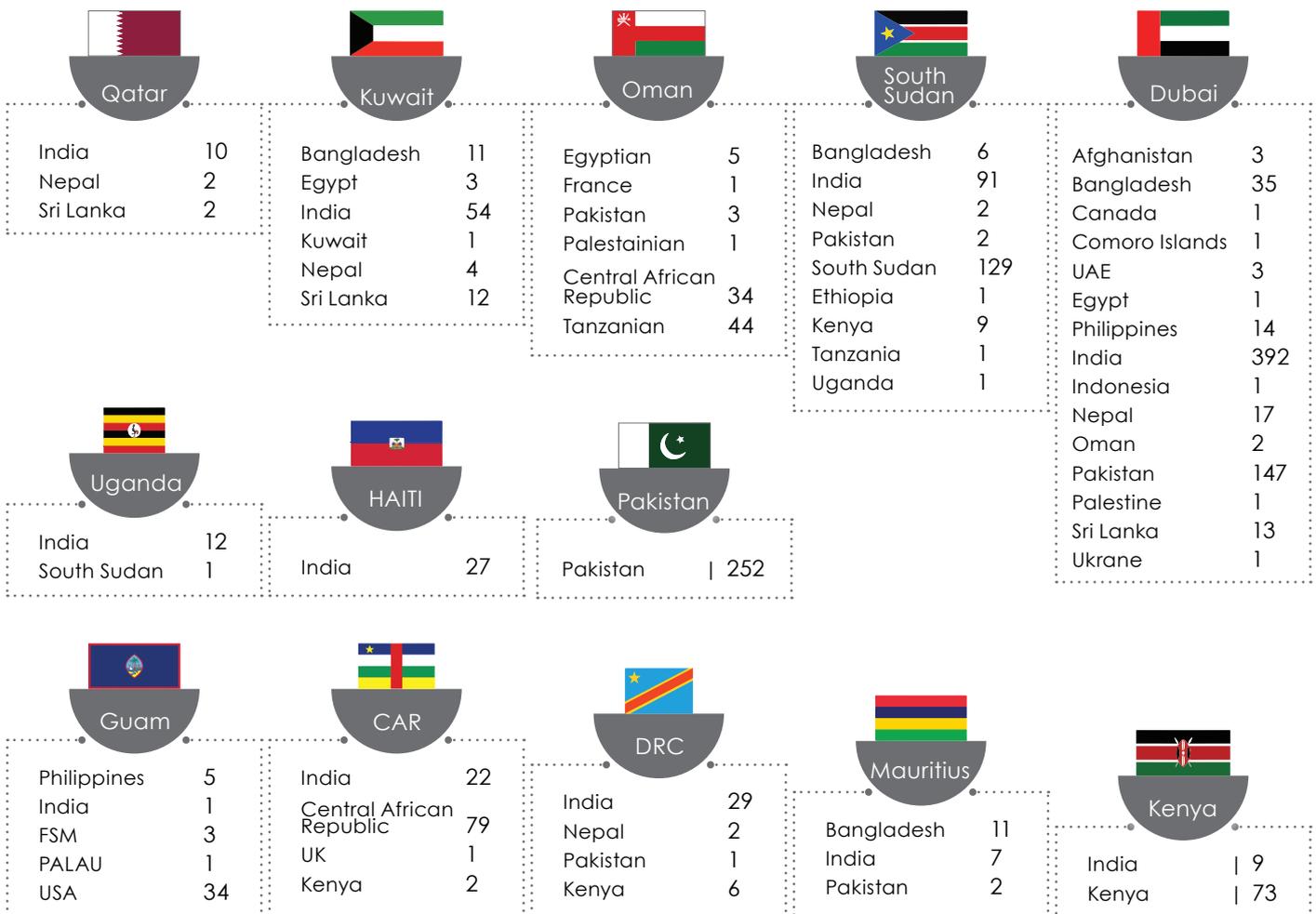
Diversity

We pride ourselves on being an equal opportunity, international

organization. Our diverse workforce functions together, bridging all cultures, languages, attitudes and different working styles, all for a common goal.



Tristar Diversity Overview 2014



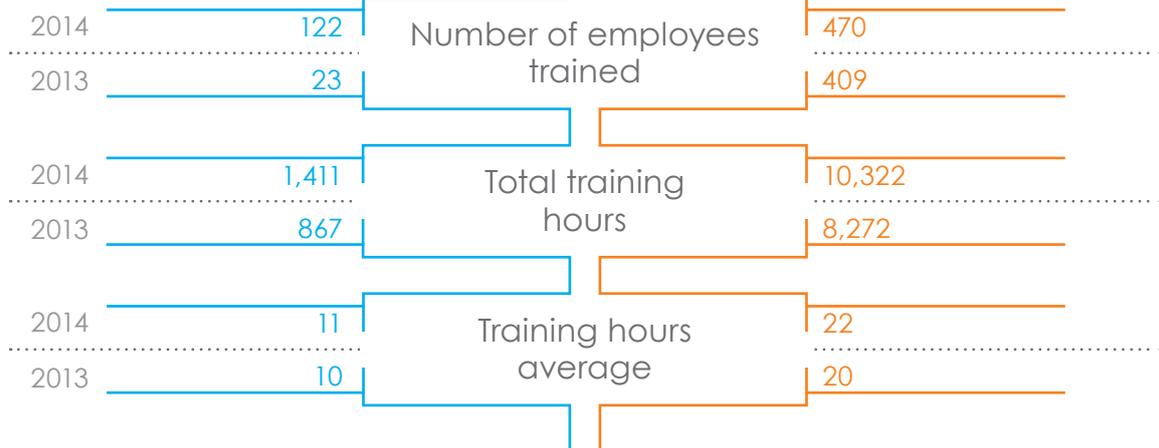
Training Hours in UAE



Office staff



Work force



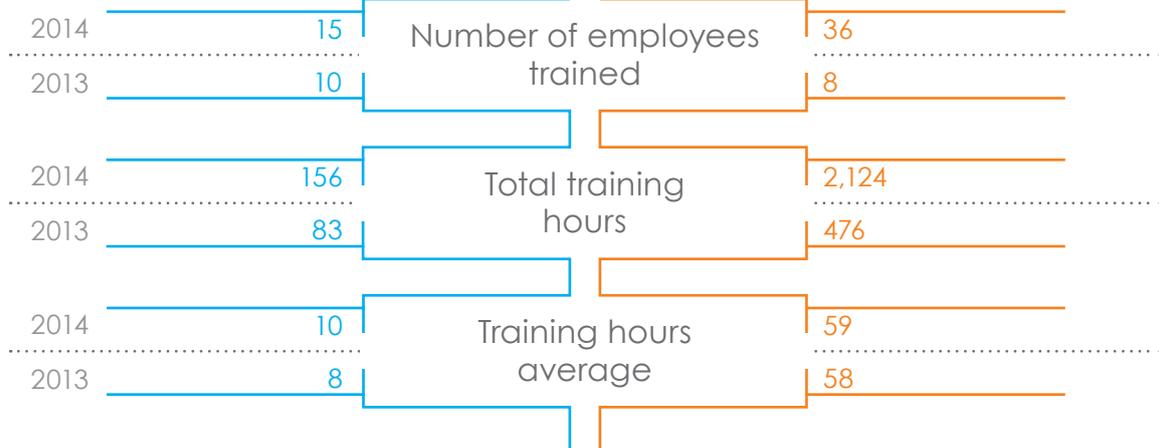
Training Hours in Oman



Office staff



Work force



Workforce include staff not working in the office such as drivers, workshop employees and crew members

MAKING A DIFFERENCE FOR THE BETTER

Giving back to our community is embedded in our social fabric. This habit was born with the establishment of our business, including the vision to conduct our business responsibly and with integrity. Subsequently, our business plan has consistently been developed to account for contributions under our pillars of social, economic and environmental sustainability. As a result, our global CSR activities have encouraged our employees to participate, to donate their time and to work together as a team through initiatives in the areas of education, humanitarian assistance and environmental conservation.

In your opinion, what is the difference between corporate social responsibility and sustainability?

"Sustainability for us at Tristar is to maintain a harmonious balance between human needs and the earth's natural resources. CSR is about aligning business with universal values on human rights, labor, environment and anti-corruption."

Eugene Mayne, GCEO

In order to fully understand the needs of our internal and external stakeholders, we conducted a society survey for the second year to receive constructive feedback. The participants included our suppliers, clients, NGOs, the media and our corporate friends. The general consensus was that Tristar is actively involved in community initiatives in its main bases.

We are looking to strengthen our engagement with local communities across all countries of operations. In Africa, we are looking to support social business investment in order to address social problems often faced by local communities. A socially aware business is one that strives to solve social or environmental problems through implementation of a financially sustainable business model.

Certain geographical areas where we operate, such as South Sudan and Democratic Republic of Congo (DRC), face unstable political situations and extremely high levels of poverty. As part of our business approach, we strive to engage with local communities and foster a relationship of trust and collaboration. This is demonstrated by several initiatives that enable us to achieve support from the local communities.

In the DRC, we donated a water tank to the Mother Teresa Center in Kinshasa. The tank was built on a 6-foot high platform, allowing for an efficient flow of 5,000 liters of water, which now serves as the water source for cleaning, washing and laundry for more than 100 people. Orphans, support staff and the elderly will also benefit from this initiative at the center.

Water Tank Donation in DRC



We the missionaries of charity, sisters of Mother Teresa of Calcutta, 'Don de Marie' seat in 15 Rue Industrial Limite, acknowledge for having received from your company a gift of a Tank Capacity of 5000 Litres for the use of our poor people, through this we would like to express our hearty gratitudes to you. Accept, please our humble and profound sentiments in the name of our poor people

Missionaries of Charity,
Kinshasa, Democratic Republic of the Congo

Our Activities in Haiti

In Haiti we supply Diesel, Jet Fuel, Gasoline, Lubricants and Kerosene to peace keeping international organization with a team of 105 local Haitians and 26 expatriates.

We have marked our presence in areas such as Gonaives where we distributed backpacks and funded Christmas activities. We will also distribute water bags in Kenscoff which is located in a remote area, approximately 10 kilometers away from Port Au Prince, at an altitude of 1,500 meters and with a population of around 52,000 living across the mountain without sufficient water resources. Over 100 families are required to walk four hours to collect water, regularly, without proper containers to carry the water back home. We plan to distribute a large number of water bags to each family in partnership with a non-governmental organization, OAPA and a team of Catholic Sisters, respectively, to help facilitate the task.

Bi-annually, we host training on Health, Safety and Environment for all contracted and non-contracted stakeholders. The training focused on safety issues and risk and how to be more aware and preventative of any given situation. The training program was concluded with a 'Fire drill exercise'.

Our key challenges include a strong political crisis, the threat to the lives of employees on site, the possession of weapons in the general public, and the lack of access to remote locations for help in case of any vehicle breakdown.



School Bag Distribution



Tristar Haiti launched its biggest CSR project so far with the distribution of backpacks to school children in late 2013. The initiative saw the distribution of 1000 pieces by the middle of 2014.

The first distribution was held in November 2013 on the premises of the NGO, Development for Freedom International (DFI).

“On behalf of DFI, I would just like to say thank you from the bottom of our hearts for the 100 backpacks you donated to our students of Ecole D'Agape and the handicapped children. There were such bright smiles on each of their faces when they received the backpacks and they were so happy that now they have a sturdy bag to carry all their books in.

Esther Ki, DFI founder

Christmas Gifts to Haitians



Tristar Haiti contributed US \$2,400 to the Religious Sisters of the Center St. Joseph in Port-Au-Prince to fund two activities during the 2014 Christmas season. About 170 poor families from Gonaives received food donations, and a Christmas meal was prepared and served to 630 students and 20 teachers of the center's school.

“This small note is to say, we are so grateful for your personal presence today in our midst as we celebrated for the mothers and children the feast of Christmas. We deeply appreciate your support to our program and say a big thank you on behalf of all the Sisters, children and mothers A BIG THANK YOU TO TRISTAR. Your support has helped us to serve 170 families in Haiti for Christmas 2014.

Sister Renee & the Sisters,
Center St. Joseph,
Port-Au-Prince, Haiti

Our Global Activities

Tristar Guam staff volunteered to assist in renovating the Benavente Middle School for the new school year. Moreover, Tristar Guam staff volunteered to feed the homeless through the local non-profit organization, Kamalen Karidat, an ongoing program in its 12th year of operations.



Adopt A School in Guam



Blood Donation in UAE



Our Annual Blood Donation in the UAE, a successful initiative since 2011, has attracted 47 volunteers, of which 38 donated blood for the World Health Organization "Safe blood for saving mothers" campaign. This blood donation drive increased awareness about the need for timely access to safe blood and blood products in all countries as part of a comprehensive approach to preventing maternal deaths.

Arc Children's Centre Donation

Tristar donated US \$4,990 to the Singapore-based Arc Children's Centre, which cares for nearly 90 children, aged 2 to 14.

Arc Children's Centre is truly grateful for your generous donation in support of children with cancer and their siblings, Tristar's donation will benefit the children battling cancer, their siblings and parents in need of support through this painful journey.

Geraldine Lee,
Co-Founder & Centre Manager



Supporting Prince Albert II of Monaco

Tristar has supported various sustainability initiatives, including donating US \$10,000 to the Prince Albert II of Monaco Foundation, which was established to protect the environment and to promote sustainable development worldwide. The foundation supports initiatives of public and private organizations in the fields of research, technological innovation and social awareness.



Bore well Donation in South Sudan



In 2014, South Sudan received a hand-powered bore well from Tristar at the internally displaced people (IDP) camp in Nimule. By increasing the number of bore wells to five, water was provided to 1,110 families and saved many from having to endure the 12km walk to fetch clean drinking water.

Coastal Clean up in Guam



In Guam, in solidarity with the island-wide coastal clean up operations, in 2014 we donated trash bags, cotton gloves and 5-gallon water bottles, and our staff volunteered their precious time to support a great cause.



Earth Hour 2014

Tristar Head Office and several locations commemorated Earth Hour on March 29. Some best practices to reduce electricity consumption were shared in the gatherings. Earth Hour is a worldwide movement organized by the World Wide Fund for Nature (WWF). Individuals, communities, households and businesses are encouraged to turn off their non-essential lights for one hour in the evening on the last Saturday of March every year.



Haiti



Kenya



Pakistan

World Environment Day

Several Tristar locations celebrated World Environment Day on June 5 with the theme 'Raise your voice not the sea level.' It was 20 years ago when the first Global Conference on the Sustainable Development of Small Island States (SIDS) took place in Barbados. On that occasion, the world took notice as small island developing nations made their voices heard.

The world's small island nations, which are collectively home to more than 63 million people, are renowned as prized destinations: places of outstanding natural beauty, vibrant culture and music appreciated around the globe. While small in total, the land size of small island nations does not reflect their importance as stewards of nature's wealth on land and sea. They play an important role in protecting the oceans and many are biodiversity hotspots, containing some of the richest reservoirs of plants and animals on the planet.



South Sudan



Uganda



UAE



Qatar



Oman



DRC

OUR ENVIRONMENTAL APPROACH

Bird Protection in Guam

Moorhen Habitat Preservation

The United States Environmental Protection Agency (USEPA)

recognised the need to provide a habitable environment for the Moorhens, an endangered species in Guam. We continued



our support to this cause by maintaining 9.8 acres of land, a prominent habitat for the moorhens in our terminal. Following steps were undertaken to maintain the habitat for Moorhens:

- Overgrown vegetation was removed periodically
- Vegetation along the perimeter was monitored on a monthly basis to ensure that the length of the vegetation does not grow above shoulder height
- Monthly safety walk was carried out to notice any dangers detrimental to the moorhen habitation
- The access way to the moorhen habitat zone was cleared on a monthly basis
- In 2014, we pumped 20,000 gallons of fresh water to the pond for maintaining appropriate water level in the habitat of the moorhens

In line with our commitment towards limiting our impact on the environment, we have taken great strides by introducing and continuing innovative initiatives while raising awareness. Change is a by-product of behavior and this must be well established from within the company.

In the UAE, our environmental management continues to be led by our Environmental Improvement Teams;



Oil Barons



Power Rangers



Water Camels



Recyclers

Our teams are our agents-of-change and help raise awareness among their peers, ensuring proper and continuous implementation of our initiatives.

Energy Saving in South Sudan

In 2014, we achieved a reduction in fuel consumption when using our new generators, a major project with targets to reduce burning fuel, to have less maintenance, to encourage less environmental pollution and to be associated with financial benefit of US \$285,000 for the initial year and US \$300,000 per year thereafter.

To reduce our fuel consumption, we launched a few pilot projects. We installed power inverters, single-phase battery powered systems and a LED lighting system in two of our sites.

We also implemented two water related projects, one for purification and one for sanitation. The water and sanitation project provides ground water supply to Mejigo IDP Camp in Nimule area near border of South Sudan to Uganda. Tristar has fully covered the bore well preparation and pump provision.

We aim to convert one site from using the conventional generator lighting powered systems to low power LED lighting. In addition, the water purification system will be installed in the head office. It will provide water with a standard-specification equivalent to potable water for the head office, all accommodations and the workshop to improve hygiene.

Energy

There are two major sources of energy that we consume, first is fuel for operating our fleets and second is electricity to run our offices and warehouses. The majority of the electricity consumption in our offices and warehouses is consumed for lighting and HVAC (heating, ventilation, and air conditioning) systems. In most of our offices electricity consumption is monitored monthly and cross checked with electricity bills. We also continually strive to implement initiatives to reduce our electricity consumption. Total electricity consumed in the year 2014 for our operations is 2,355 MWh (excluding Kuwait). Some of our key energy efficiency measures include:



Placed motion sensors for lighting at selected places in Dubai head office to conserve energy



Our team in Guam has been particularly proactive in 2014. One hundred LED lights were installed in our office building, replacing the conventional lights



We installed programmable temperature controls for all air-conditioning units in the UAE



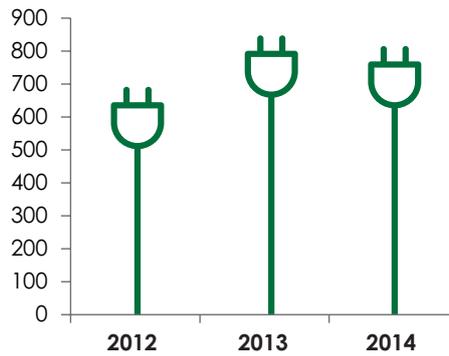
During non-office hours, the units are kept at a minimum to avoid a fresh start up every morning, which consumes more electricity.



Installed LED lights on top of the Dubai head office building

These energy efficiency measures helped us save 32.2 MWh of total electricity even when the occupancy of the UAE headquarters increased from last year.

Electricity Consumption at Tristar HQ

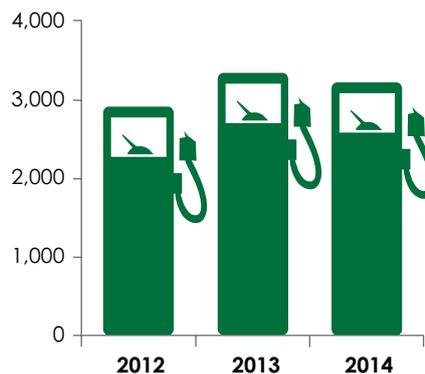


Electricity consumption in MWh

Our fuel consumption stood at 7,650 Kiloliters. We have undertaken several measures to reduce fuel consumption, some of which include:

- Minimizing the use of diesel based generators in South Sudan.
- Exploring the possibility of employing Small Fuel Station System. This system is capable of monitoring and recording fuel consumption for up to 2000 vehicles and is expected to be more efficient than our conventional fuel system.
- We are in the advance stages of feasibility study to convert part of our fleet from oil to CNG; this would not only reduce diesel consumption in coming years but would also lead to reduced GHG emissions.
- We also aim to introduce solar energy and bio-fuel in Guam in 2015.

Comparison of Fuel consumption for UAE operation excluding shipping



Fuel Consumption in KL

GHG emissions

We currently monitor our GHG emissions in the UAE, and marked our carbon footprint at 21,087 tCO₂. Direct GHG emissions (Scope 1 as per GHG Protocol) were 3,285 tCO₂ which has been calculated from the total kilometers run by vehicles owned by Tristar.

Indirect emissions (Scope 2 as per GHG Protocol) stood at 12,580 tCO₂ that includes emissions from electricity consumption.

Other indirect emissions were 5,223 tCO₂, which included emissions from waste disposal and water consumption.

We are looking into the GHG monitoring and offsetting approach by exploring further options in the countries where Tristar has a presence. In order to increase the scope of emissions reporting, we developed an application utilizing the Oracle EBS system to track GHG emissions and generate monthly reports for each entity, as well as the overall Group. This application shall be utilized to report GHG emissions from our operations outside UAE as well in 2015.

Waste

Road transportation represents a large part of our business. Therefore, tire management and safe tire disposal is a mandatory requirement. For disposal in the UAE, we currently send tires to a local scrap tire supplier; however, our goal is to set up an internal tire recycling facility by the end of 2015. In 2014, we disposed 1,384 tires in the UAE, 22 more than 2013 which is due to increased operation and business. To further educate our employees, we organized a tire management workshop, conducted by an external organization, which was attended by drivers and workshop team members.

We continued working with the Emirates Environmental Group (EEG) in 2014. They collect our recycled paper, plastic and glass waste, can/tin waste, e-waste and old battery and mobile phone disposal. As a part of EEG's initiative, we also launched an aluminum can recycling campaign.



By the end of the campaign, we were able to collect around 5 kg of can waste. We successfully disposed of e-waste through a municipality-certified agency to ensure e-waste is disposed of in an environmentally friendly way. We kept one bin for collecting batteries and unusable mobile phones and collected a good amount for recycling. In 2015, we will be disposing these materials through the EEG.

Waste Oil

Main source of waste oil for us is the used oil from our vehicles. Waste oil is disposed very carefully as it is classified as hazardous waste in UAE. It is supplied to a municipality approved company for recycling. In 2014 we collected and sent 48,400 liters of waste oil for recycling.

In the UAE, we collected used oil filters and fuel filters in a bin located northwest corner of our yard. A challenge was presented when it was discovered that a bin was collecting water, making it prone to oil leakage. The Oil Baron team implemented a closing mechanism for the disposal bin, solving the problem.

Oil spills

During this reporting period, when looking at Road Transportation we haven't faced any major spills at group level and we only had three small spill incidents with total volume of 850 liters. This achievement was accomplished by rigorous driver-training, GPS tracking, strict monitoring of our maintenance system. Moreover, we conducted additional training sessions on rollover prevention.

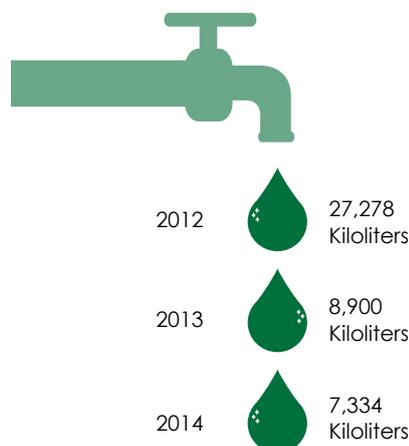
In the reporting year of Shipping a drill exercise was conducted in collaboration with the port authority, vessels, marine authority, coast guards and the environmental agency. The overall application of this exercise proved to be very beneficial to those taking part and has enhanced our readiness in mitigating any future oil spill emergency situations.

Water

In 2014 we consumed total of 20,000 Kiloliters of water across locations. We are aware of the importance of the natural resources specially water. We implemented several initiatives for reducing water consumption. In Guam, our awareness program launched an innovative project for collecting rainwater. When it rains, the water inside the terminal is processed in the oil-water separator. The collected oil is stored in the slope tank, while the clean water is pooled in a basin. The water is pumped back into the water storage tank using a suction pump from the basin and is subsequently used to clean the tank and the pipeline while the rest of the water is stored in the event of an emergency.

Graph below represents our year-on-year performance of water consumption for UAE, which shows that we have been successful in driving water efficiency through these years.

Comparison of water consumption in UAE



Paper

In 2014 the total quantity of paper consumed across various locations was 3,200 Kg. In the UAE, we set ourselves the goal to collect 100 kg of paper for recycling. We identified that a large amount of paper was being disposed in the waste general collection, a discovery only made in 2014, thus the higher paper consumption in 2013. Quick and decisive measures were taken to sort and separate the waste more conscientiously, and as a result, an additional 420 kg was collected, well exceeding the 100 kg that had been set for paper recycling. Going forward, we plan to reduce the use of paper even further through usage of electronic forms, email and more. The focused efforts of the reduced the use of paper consumption was reduced by a total of 6.1%.

Comparison of paper consumption in UAE

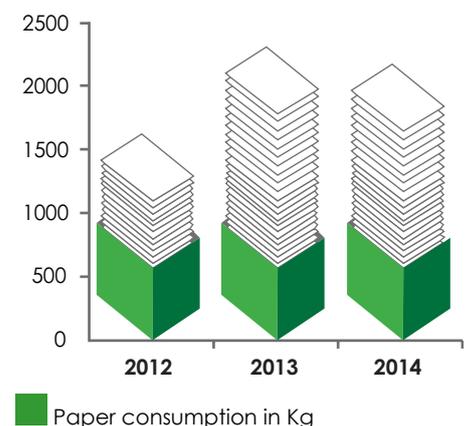


Table of Abbreviations

CEFIC	European Chemical Industry Council	HSE	Health, Safety and Environment
CEO	Chief Executive Officer	HVAC	Heating, Ventilation and Air Conditioning
CNG	Compressed Natural Gas	IDP	Internationally Displaced People
CO ₂	Carbon Dioxide	ISO	International Organization for Standardization
COO	Chief Operating Officer	KPI	Key Performance Indicator
COP	Communication on Progress	Kwh	Kilowatt hour
CSO	Chief Sustainability Officer	MPRM	Monthly Performance Review Meeting
CSR	Corporate Social Responsibility	NGO	Non-Governmental Organization
CSRSC	Corporate Social Responsibility Steering Committee	OCIMF	Oil Companies International Marine Forum
DFI	Development for Freedom International	OHSAS	Occupational Health and Safety Management System
DQA	Dubai Quality Awards	PPE	Personal Protective Equipment
EBS	E-Business Suite	RoSPA	Royal Society for Prevention of Accidents
EEG	Emirates Environmental Group	RTA	Roads and Transport Authority
ERM	Enterprise Resource Management	SCATA	Supply Chain and Transport Awards
FSDO	Finance and Strategy Delivery Office	SDO	Strategy Delivery Office
FSRS	Fender & Spill Response Services	SIRE	Ship Inspection Report Program
GCC	Gulf Cooperation Council	SQAS	Safety and Quality Assessment System
GCEO	Group Chief Executive Officer	UNGC	United Nations Global Compact
GHG	Greenhouse Gas	USEPA	United States Environmental Protection Agency
GM	General Manager		
GPS	Global Positioning System		
GRI	Global Reporting Initiative		
HR	Human Resources		

^{1,2} <http://catalog.blr.com/samples/15400200/product%20sample.pdf>

³ http://www.aalhysterforklifts.com.au/index.php/about/blog-post/warehouse_safety_principles_6_key_guidelines_to_keep_your_workplace_safe

^{4,5} <http://catalog.blr.com/samples/15400200/product%20sample.pdf>

^{6,7,8,9} <https://www.glc.org/oiltransport/files/14-09-26-IssueBrief3-Discussion-Draft.pdf>

¹⁰ <http://www.agcs.allianz.com/assets/PDFs/Reports/Shipping-Review-2014.pdf>

¹¹ http://www.hsa.ie/eng/Your_Industry/Docks/Hazards_in_Ports_and_Docks/Common_Hazards/#sthash.WUciFQDr.dpuf

¹² <http://www.cdc.gov/niosh/docs/84-106/>

¹³ <https://www.iata.org/whatwedo/safety/Pages/index.aspx>

¹⁴ http://www.hatchmott.com/sites/dev.hatchmott.com/files/brochures/Aviation_Fueling_09_w.pdf

¹⁵ <http://www.hse.gov.uk/fireandexplosion/petroleum.htm>

¹⁶ <http://www.hse.gov.uk/fireandexplosion/design-manufacture-storage-containers.htm>

^{17, 18, 19, 20, 21} http://www.hsa.ie/eng/Your_Industry/Petrol_Stations/

²² Asbestos is a naturally occurring mineral that once was lauded for its versatility, recognized for its heat resistance, tensile strength and insulating properties, and used for everything from fire-proof vests to home and commercial construction. It was woven into fabric, and mixed with cement. <http://www.asbestos.com/asbestos/>

GRI G4 Content Index



General Standard Disclosures

General Standard Disclosures	Page Number / Direct Answer	External Assurance	UNGC Principles
Strategy and analysis			
G4-1	4 - 5	No	
Organizational profile			
G4-3	Front Cover	No	
G4-4	8	No	
G4-5	Dubai	No	
G4-6	9	No	
G4-7	Tristar is a subsidiary of Agility. Agility is publicly listed in the Kuwait and Dubai stock exchange.	No	
G4-8	9	No	
G4-9	8 - 9	No	
G4-10	27 - 29	No	6
G4-11	N/A - Collective bargaining agreements are not currently permitted in the UAE.	No	1, 3
G4-12	9	No	
G4-13	No changes	No	
G4-14	16 - 17, 34 - 36	No	7
G4-15	10	No	
G4-16	12	No	

General Standard Disclosures			
General Standard Disclosures	Page Number / Direct Answer	External Assurance	UNGC Principles
Identified material aspects and boundaries			
G4-17	This report covers Tristar's operations and activities only. Tristar is a private organization and no other entities fall under its scope. In this report, we focus on Economic Performance in relation to sustainability.	No	
G4-18	2, 13	No	
G4-19	15	No	
G4-20	15	No	
G4-21	15	No	
G4-22	No restatements made.	No	
G4-23	This report reflects an expanded scope of facilities from that reported in the 2013 Tristar Sustainability Report.	No	
Stakeholder engagement			
G4-24	14	No	
G4-25	14	No	
G4-26	13 - 14	No	
G4-27	14	No	
Report profile			
G4-28	2	No	
G4-29	2013	No	
G4-30	Annual	No	
G4-31	2	No	
G4-32	2	No	
G4-33	External assurance was not opted for this year's report. An assurance process will be put in place for our future sustainability reports.		
Governance			
G4-34	11	No	
Ethics and integrity			
G4-56	10	No	10

Specific Standard Disclosures						
DMA and Indicators	Page Number / Direct Answer	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance	UNGC Principles
Economic						
Economic performance						
G4-DMA	9				No	
G4-EC1	9				No	
Market presence						
G4-DMA	9, 28				No	
G4-EC6	28				No	6
Environmental						
Materials						
G4-DMA	36 - 38				No	
G4-EN1	38				No	
Energy						
G4-DMA	37				No	
G4-EN3	37				No	7, 8
Biodiversity						
G4-DMA	36				No	
G4-EN13	36				No	
Emissions						
G4-DMA	36 - 38				No	
G4-EN15	37				No	
G4-EN16	37				No	7, 8, 9
Products and Services						
G4-DMA	36 - 38				No	
G4-EN27	36 - 38				No	
Compliance						
G4-DMA	36 - 38				No	
G4-EN29	No such fines				No	8
Transport						
G4-DMA	37				No	
G4-EN30	37				No	8

Specific Standard Disclosures

DMA and Indicators	Page Number / Direct Answer	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance	UNGC Principles
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Social

LABOR PRACTICES AND DECENT WORK

Occupational Health and Safety

G4-DMA	16 - 17				No	
G4-LA6	20				No	1

Training and Education

G4-DMA	29				No	
G4-LA9	29				No	

Human rights

Non-Discrimination

G4-DMA	10				No	
HR3	None				No	1, 2, 6

Child Labor

G4-DMA	10					
HR5	We do not employ anyone below 18 years old.				No	5

Forced or Compulsory Labor

G4-DMA	10, GRI Index				No	
G4-HR6	We have instituted a zero tolerance policy regarding the conduct of our employees and business associates that support or engage in sexual exploitation and/or sexual abuse. It is the responsibility of all Tristar personnel to create and maintain a working environment that fosters a culture of equality among employees at all levels of the company as detailed in our business ethics policy. More information on page 10.				No	1, 2, 4

Society

Local Communities

G4-DMA	30 - 33				No	
G4-SO1	30 - 33				No	1

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