



## Content

Page 3.....	From our Chair
Page 4 & 5.....	Vision, Mission and Values
Page 6 & 7.....	How we govern
Page 8 & 9.....	Ethics and anti-corruption
Page 10-12.....	How we do it
Page 13.....	Our vessels
Page 14-19.....	Our people
Page 20-21.....	Safety
Page 22-23.....	How we communicate
Page 24-31.....	Environment
Page 32-33.....	Grieg Foundation and local contributions
Page 34.....	Our history
Page 35.....	Our fleet
Page 36-39.....	GRI Index

All images Grieg Star copyright, except page  
24 courtesy of the WWF Philippines .



The world around us is changing at a pace we're hardly able to capture, and sometimes in directions difficult to foresee. Yet, we must do our best to understand, because the future of the maritime industry is indisputably intertwined with the deeper changes in geopolitics, world economy and human development.

A constant state of change has always been a feature of our industry, and we know very well that there are moments when more radical shifts will occur. I believe we're at the threshold of such a moment right now. Driving this revolution are threats from climate change and profound social instability, combined with opportunities produced by the staggering rise of urban middle-class and breathtaking technological developments in an ever more globalized and knowledge-driven economy. Together, they will fundamentally impact and change the way we live our lives and do our business.

It is troubling to see how some respond to these changes by retracting from the global community, ignoring our commonalities and undermining shared international commitments. It is worrying when countries we used to trust as standard-bearers for an open, free and inclusive world now are feasting on self-centered concepts of a world divided between us and them, encouraged by a public outcry for higher barriers and stronger borders.

That is not our way. True, the shipping markets have been in turmoil since the economic crisis hit us in 2008. And yes, many of us have been through some serious struggles just to survive these last years. And I know, we still have difficulties ahead of us. But we have also learned that risks can emerge hand in

hand with new and exciting opportunities. For centuries, shipping has opened and connected the world to a splendid exchange of goods and services, knowledge, people and ideas.

Demanding times only encourages us to find new and better ways. Just like we did when Grieg Star and Gearbulk joined forces and launched G2 Ocean, the largest fleet of open hatch vessels worldwide. With a vision of «Pioneering sustainable shipping solutions», our mind-set and goals are certainly to take a lead in the next era of international shipping.

Our response from the Grieg Group is very clear: Individuals, governments and busi-

nesses - we are in this together. Our commitment to the UN Global Compact and support for the Sustainable Development Goals are

acknowledgements of our responsibility as global citizens.

Together we must address some serious challenges. They are shared across countries and political divides, languages, cultures and religious beliefs, across continents and the deep oceans. Because healthy businesses thrive within healthy societies. And healthier societies can only come true when we, the private sector, are engaged to develop profitable and sustainable business-solutions responding to human needs. So, we'll have to joint our forces, mobilize our finest resources - and act together. That's the only viable way forward.



**Elisabeth Grieg**  
*Chair, Board of Directors*

**Individuals, governments  
and businesses - we are in  
this together**





*Create lasting value  
through our common effort*

*Our Vision*

*Our mission:*

## **Grieg Star - A solid and dynamic partner**



Grieg Star is a solid, long term business partner, more dynamic than its competitors, recognized by a strong company culture, fully integrated with efficient cooperation and processes.

Grieg Star is continuously looking for new solutions and improvements and is not afraid of doing things its own way, whether it is related to smarter and more efficient solutions for customers or new solutions for environmental care.

In the heart of our competitive strength lies a sincere commitment to our business partners and a strong understanding of the market.





## Our values

### **Solid**

We emphasize the importance of having a strong economic foundation and a long term approach to our business.

We strive towards quality and competence and act on sound ethical principles.

We stand by our commitments.

### **Committed**

We are committed to the same vision, mission, values and objectives as well as the interests of our stakeholders.

We take great interest in our job and working environment, building a strong and including company culture.

We accept responsibility for the environment and the society.

### **Open**

We inform, invite and include.

We are honest, speak clearly and direct.

We are open minded and regard integrity and respect as indisputable requirements.

### **Proud**

We want to be proud of our business, its methods, products and results.

We assume responsibility for a solid brand name and a good working environment.

We contribute to the welfare of our society.

# How we do it

## How we govern

### Our board

The Grieg Star Group Board of Directors is lead by Chair Elisabeth Grieg and meets regularly in Bergen and Oslo to stake out the long term strategies for the company. Since last year we have had some changes in the composition of the board. Bjørn Gabriel Reed and Rune Birkeland have left the board, and Susanne Munch Thore sat a short period. In June 2017 Michelle Williams entered as Board Member. Board members abstain from board discussions if potential conflict of interests occur. Board members are recruited using independent executive search.

The Board of Directors comprises:



*Elisabeth Grieg*  
(Chair and owner)



*Camilla Grieg*  
(CEO and owner)



*Kai Grøtterud*



*Michelle Williams*



*Didrik Munch*





## Our Management team

The Grieg Star Management Team, lead by CEO Camilla Grieg, oversees day-to-day business. They meet weekly to implement strategies and plans approved by the Board, and to ensure holistic operations. The team consists of leaders from all parts of our business. In 2016 the team consisted of 44 % women.



## Risk management

Risk management is vital to protect the environment as well as our people, vessels, cargo, equipment and business. January 1st 2015 our new Quality Management Reporting System (QMRS) was put into force. This includes Improvement Reporting and Audits & Inspections.

As of January 1st 2016 the QMRS was expanded to include chartering, operation and anti-corruption reporting. Our Quality Manager and the QMS Steering Committee head this work.



Risk assessments are always performed in accordance with governing documents in our Quality Management System.

## Business continuity and emergency response

To be able to continue to conduct our operations and business in case of an incident, emergency and business continuity plans are a vital part of our governing documents. The Emergency Preparedness Team convenes whenever an incident occurs, and drills are carried out regularly both onshore and on board our vessels, to ensure our organisation is fit for purpose. We review the emergency plans continuously, both as result of findings during drills and based on new knowledge.



*Fire drill onboard STAR LOFOTEN, October 2016*



## Ethics and anti corruption

### Ethical guidelines

As a member of the Grieg Group, Grieg Star aims to be recognized by high standards for health and safety, environment and ethics. The objective of the ethical guidelines is to state the requirements for business practice and personal behaviour. The target group is all employees working for the Grieg Group, including the members of the Boards of each company and subsidiary of the Grieg Group. It is the responsibility of all employees to understand and demonstrate these principles. All relevant Norwegian and international laws and regulations must be carefully observed. Personal and business conduct must be well within the intentions of the principles outlined below. The management in each of the companies has the overall responsibility to ensure that the guidelines are observed and respected. Violations of the ethical guidelines will have consequences, and serious incidents may result in termination of employment. The ethical guidelines are approved by the Board of Directors in each company within the Grieg Group and apply from January 2013.

The values shared by all Grieg Group companies shall be expressed in the way business is conducted, in interaction with each other, and with customers, suppliers and other stakeholders. The values are: Open, Solid, Proud and Committed.

### Our ethical principles

1. We will carry out our business fairly, honestly and openly
2. We do not accept any form of discrimination of employees or others involved in our activities
3. We do not accept any form of corruption, nor will we condone it taking place on our behalf so as to influence business.
4. We will avoid doing business with others who do not accept our values and who may harm our reputation.
5. We shall be careful about giving and accepting gifts or other services.
6. We will keep clear and updated records of all business transactions made on behalf of the Grieg Group.
7. We will avoid situations where personal interests may conflict with the interests of the Grieg Group.
8. We will treat all information, assets and property of the Grieg Group responsibly and professionally.

If an employee is concerned about a potential breach of any of the Grieg Group's ethical principles, these concerns should be reported immediately. Individuals may report through the regular channels; to their superior, or to their superior's superior. As from 2017, employees may also report directly to the Grieg Group Whistle-blower Channel, a web-based solution established by EY also covering anonymous reporting





*All our vessels have clearly visible signs on board, communicating risk awareness and our strict no-corruption policy in five languages.*

options. The concern may also be raised to any member of the board of directors in each respective company within the Grieg Group.

Reporting of potential breaches of the ethical principles is considered loyal, and will be treated in a responsible manner. Whoever reports such incidents will not experience any negative consequences.

## Anti corruption

With its global presence, the shipping industry operates in environments particularly prone to corruption, countries with poor governance and legal frameworks, and ports in lack of structures and standard operating procedures. Corruption risks may range from small facilitation payments to bribes, extortion and trading in influence. The legal framework on anti-corruption is ever stricter and requires businesses to take action and work systematically to reduce risks.

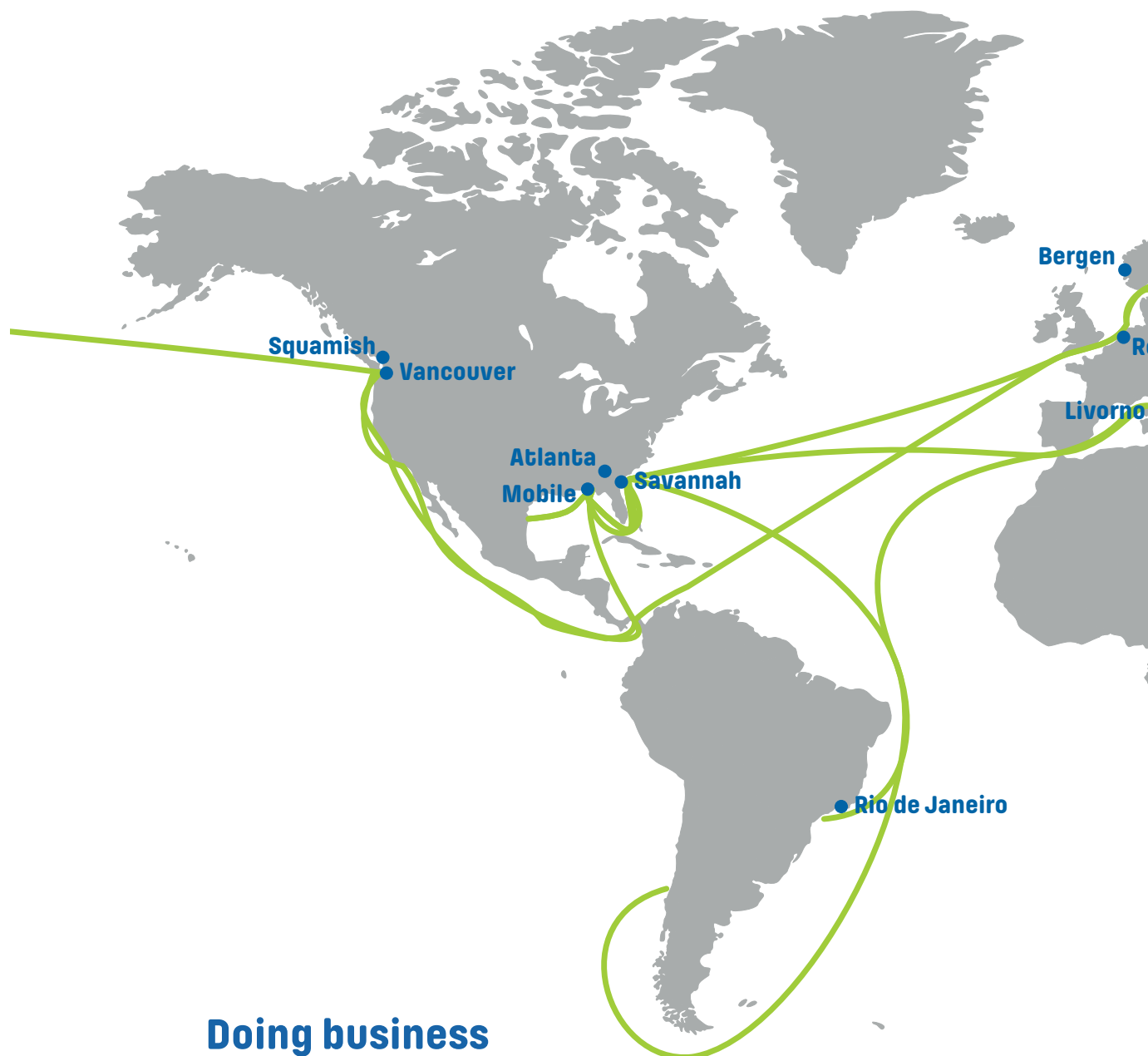
Grieg Star recognises the need to provide employees and third parties with clear ethical guidelines and regular support in tackling these challenges. Our leaders need to set the tone and demonstrate our commitment to high ethical standards. Similarly, our captains and crew need to be supported. They are in the front line when facing the challenge; pay or risk delay. On board our ships we state our no-corruption policy clearly to all visitors and officials. The message is communicated in five languages; English, Mandarin Chinese, Hindi, Arabic and Bahasa Indonesia. This message is also sent out to our agents. All reported incidents of corruption are recorded, and whenever appropriate raised with agents and local port offices.



To fight corruption in the maritime industry, Grieg Star has joined the Maritime Anti-Corruption Network (MACN), a global business network working for a maritime industry free of all types of corruption. MACN consists of a member-elected steering committee, several working groups, and the MACN member meetings. Members meet in-person at least twice a year, with more frequent interaction through working groups.

Anti-corruption training workshops for the seafarers are conducted at bi-annual officers' conferences and regularly at our manning office.





## Doing business

### What we do

Grieg Star is a fully integrated shipping company, and is part of the privately owned Grieg Group, established in 1884. We transported approx. 11 million tons of cargo in 2016, of which 58% parcel and break-bulk cargo and 42% dry bulk cargo. In 2016 we had a loss of USD 7.6 million, with an equity of USD 444 million and liabilities of USD 630 million. Wood pulp and paper have been our most important cargo since our beginning in 1961. However, as the benefits of our specialised ships became evident, other industries have also come to prefer our service.

Our specialised ships are built to meet our customers' high quality requirements and to deliver superior cargo care. Highly qualified seafarers, trained for our operations, man the ships. A high return rate among the crew is emphasised to ensure familiarity with the ships and operational requirements.

Grieg Star focuses on long-term competence development both onboard and ashore. In-house ship management ensures safe and efficient operation. Safety and security of employees, the environment, cargoes and ships have the highest priority.







## Where we are

Operating worldwide, we have offices in USA, Canada, Europe, Asia and South America. Grieg Star headquarters is located in Bergen, Norway.

Our branch offices outside Norway are staffed with experienced commercial and operational people who deal directly with customers and with the stowage, loading and discharging of the ships in direct contact with local stevedores, agents and vendors. Grieg Star also owns Squamish Terminals in British Columbia, Canada.



## How we are organised

Grieg Star consists of several companies, based on tasks or geography. The main division is between operating companies dealing with chartering, ship management, three ship owning companies and the group's holding company. Our branch offices are either subsidiaries of or departments in the chartering company. Our manning office and support in Manila are also separate companies. In addition we own Grieg Green, a supplier of sustainable recycling of vessels, offshore units, Inventory of Hazardous Materials (IHM) and related services.



## Suppliers Code of conduct

Making sure vessels are equipped and attended to with all the necessary supplies and services at all times, is a complex task, involving suppliers across the world.



With more than 370 suppliers, our main challenge is to influence them effectively. Grieg Stars' supplier code of conduct was established in 2008, and went through a total revision in 2015, ensuring it is aligned with new expectations to businesses and our own strategic approach to the supply chain. It represents an extension of our values, ethical guidelines and ISO14001 requirements. Through this code Grieg Star requires our suppliers and contractors to observe high ethical, environmental and social standards.



Grieg Star has a great number of suppliers and the inclusion of our Supplier Code of Conduct is currently focused on suppliers to vessels, which accounts for approximately 80% of our purchases. We have developed a self-assessment checklist to accompany the Supplier Code of Conduct. Suppliers are asked to fill in the self-assessment form, and to provide Grieg Star with feedback on their overall performance within all areas covered by the Supplier Code of Conduct. Human rights issues such as child labour, forced labour, discrimination and freedom of association are included in the assessment. The suppliers are also scrutinized whenever we performs a due diligence as part of our pre-qualification of supplier contracts.



No frame agreement with suppliers to our vessels is concluded unless the Supplier Code of Conduct and checklist are completed and agreed upon, or the supplier have it's own SSC. This is also standard practice within Incentra, a purchasing organisation where Grieg Star is member.



*Running a ship demands a large quantity of consumables and spare parts.*





*STAR FUJI at the new East Dock at Squamish Terminals, BC.*

## Our vessels

### Fleet Composition

Grieg Star was in 2016 a fully integrated shipping company, focusing on two categories of vessels: Open Hatch general cargo carriers and conventional Bulk carriers. We operated a fleet of over 40 vessels transporting parcel cargo; break bulk and dry bulk cargoes.

In the period from 2012 to 2014 we took delivery of ten brand new Open Hatch vessels, our L-class. These vessels are different from our older vessels by having four slewing cranes instead of gantry cranes we have on our 20 other Open Hatch vessels. The box-shaped holds, efficient cranes, dehumidification systems and state-of-the-art cargo equipment, enable loading and discharge of the cargo with minimum handling, ensuring safe stowage and minimum delays. Dehumidification systems ensure that the air quality in the holds is right for the various types of goods carried. Further, the vessels' unobstructed deck, included tween decks, provides for excellent stowage, and a safe and damage free ocean transit for various project cargoes.

Our conventional bulk department presently operates a modern fleet of about 10 owned and chartered geared and grab-fitted ships ranging from 25,000 to 81,000 DWT, combining contracts and tramp in worldwide trades. In 2015 we acquired two brand new Eco-design Ultramax bulk carriers.

### Recycling and Grieg Green

During 2016 we recycled two of our vessels. Keeping in line with our policy and the IMO Hong Kong International Convention for the Sound Recycling of Ships (2009), all were dismantled in a responsible manner: Environmentally verified and documented. Grieg Star will not use the beaching method, even if this is a far more profitable way of dismantling old vessels. In 2010 Grieg Star started Grieg Green, a company focusing on providing a sustainable recycling process for old vessels.

Through Grieg Green we promote and make it possible for other ship owners to recycle their vessels, offshore units etc. in a social and environmentally responsible manner through a fully documented process at certified ship-breaking yards. Grieg Green handpicks from what they consider to be among the world's top recycling yards – by using their own “score-card” rating method. They follow up and obtain reports from regular inspections. In addition the company offers Green Passport/ Inventory of Hazardous Materials to vessel owners.



# Who we are

## Our people

### Our owners

Grieg Star is a family owned company, with the fifth generation Griegs as its owners: Elisabeth Grieg, Camilla Grieg, Per Grieg Jr. and Elna-Kathrine Grieg. Indirectly the Grieg Foundation owns 25% of the shares. Per Grieg Sr. leads the foundation (for more on the foundation, see page 34).

To secure a continuing sound family owned business, a program to ensure the knowledge and commitment of the next generation has been implemented. The Next Generation Program gathers the heirs of the four owners on a regular basis to educate and prepare them for a future shift of generation.

### Our employees

Our business success relies on the quality of our people and the work they all do. This requires highly specialized skills, dedication and a professional attitude combined with commercial awareness. Being able to build good relations with customers, business partners and colleagues is imperative for success.

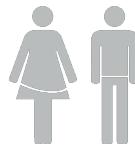
High-level formal education constitutes the basis for any critical competence in Grieg Star. All areas are manned with people educated at university level, spanning from finance, economy and law to engineers and social sciences. Today we have a good mix of recruits at post-graduate entry level and people with longer professional experience in addition.

Other characteristics and personality traits are important above and beyond professional proficiency. In general we always need a sufficient amount of people who have a profound understanding of the nature of our business and our processes, are able to innovate and are open-minded in looking for new solutions, as well as curious and open for change.

In 2016 we had 257 employees in the shore organisation, of which 40% are females. 111 are employed at the headquarters in Norway, while the rest are located at the branch offices and our manning office in Manila. As a rule all staff are employed locally and hired on local terms.

The personell turnover in Grieg Star in 2016 was 5,2% (6,4% in 2015). The turnover figure is based on number of permanent employees who have voluntarily left the company, excluding retirees.

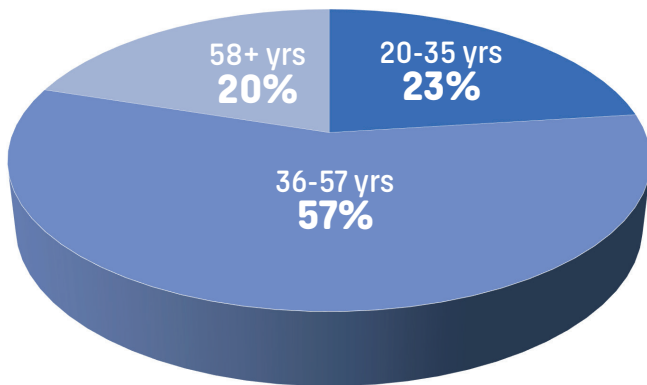




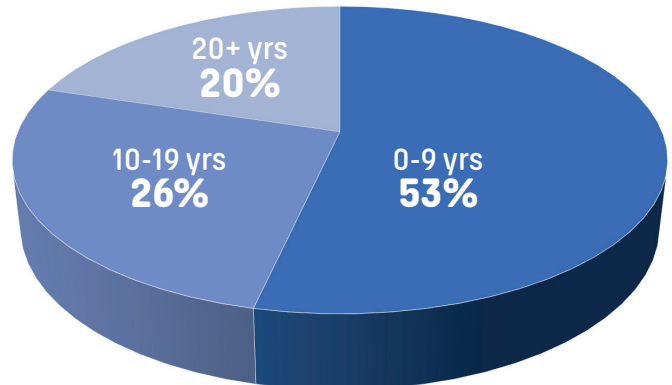
40% 60%

Gender balance on shore

### Age distribution



### Years of service



We have a very competent workforce with long service in the company. 46% of the workforce has been in the company for more than 10 years. The age distribution shows that we have a pool of talents with young people, and a group of people who will retire in the coming years, giving new opportunities for the young generation as people retire.

Relying solely on the Philippines as the source for seafaring personnel, all our seafarers are hired through our manning office in Manila or recruited as cadets. The manning office adheres to international ILO conventions as well as the Maritime Labour Convention in all its practices that affect the seafarers.

The seafarers are per agreement contractual workers, but we see a lot of advantages by treating them as regular employees and strive to ensure a high retention rate. Ship officers have 6 months contracts, and receive stand by payment while on leave. Ratings apply for sailing periods of 9 months. All crew is voluntarily organized by international seafarers' associations, and consequently covered by collective bargaining agreements and any other international rules and standards that apply.

We do not employ any children in our operations, nor accept that our suppliers do so.

The number of sailing personnel is approximately 650 at any given time, of which 13 are female cadets or officers.

We had 44 % females in the top management team in 2016. Among all managers 19,4% were female. The group's Board of Directors currently consist of 60 % women and 40 % men.

### Retention rate

2013	2014	2015	2016
91,7%	84,6%	96,1%	96,2%

Retention of seafarers. Numbers before 2014 is not fully comparable due to change in methodology



WE SUPPORT

GRI 4:12  
GRI LA2  
GRI LA4  
GRI LA5  
GRI LA6  
GRI LA9  
GRI LT9  
GRI LT16  
GRI LT17  
GRI HR5



WE SUPPORT

GRI LA1



## Training

It is our aim to provide a working environment where our people will thrive and develop by working together, and have the opportunity to combine formal education, on-the-job training and new challenges. We offer our employees a wide range of learning opportunities, which includes both technical and non-technical skills training.

Managers are responsible for identifying training needs together with their employees through daily follow-up and annual employee dialogues. We make use of internal and external classroom training covering a wide range of subjects, which our employees are invited to attend as part of their development. In 2016 we started using e-learning as a platform for self studies within a variety of topics.

New employees go through a familiarization program with introduction to the company and the duties of their position. In addition employees visit a ship and terminal as part of the introduction program to learn how the ships and terminals operate, as well as meeting the crew.

As an international organization, we see it as very valuable that our employees have working knowledge from our offices in the countries abroad or from the head office in Norway. Our young talents are therefore encouraged to work abroad for shorter or longer periods of time as part of their career program.

As part of the knowledge sharing, we also organize events where employees are invited to attend and take part in discussions on subject matters of interest. With respect to our seafarers, education and certificates are the basic formal requirements. The high level of technological specialization onboard and the general complexity of ship operations combined with regulatory requirements make the demands on competence levels of crew increase. Grieg Star follows the international convention called Standards of Training, Certification and Watchkeeping (STCW) as well as other official requirements. In addition we have developed a set of tailor made courses and training programs in order to make sure that all the seafarers are able to handle the equipment they meet onboard our vessels, as well as obtain company specific skills.

Competence development and training are vital to ensure operational and situational understanding and to build confidence. In 2016, 618 training participants were recorded, divided on 28 company-specific courses. Some courses are mandatory for all seafarers, while others are specific to rank. This calculates into 1365 days spent on company-specific training courses.

In 2016, much focus has been on leadership, management, communication and team-working skills where 92 management level officers attended the Maritime Resource Management (MRM) training, a course specifically targeted on how to lead people



**STCW**

Standards of training, Certification and Watchkeeping





*Officers' workshop in the new premises of Grieg Philippines, February 2016*

and manage resources better. The remaining management level officers are expected to take the training in 2017. They will be joined in by the operational level and petty officers, and later, the rest of the ratings. MRM has also been extended to the Technical and Maritime Superintendents (now Vessel Managers) and Grieg Philippines and Grieg Star Philippines employees. Thirteen employees from Bergen and five (5) from Manila have taken the MRM in 2016. More shore employees are targeted in 2017. The goal is to refresh our managers on best leadership and management practices, put everyone involved in ship management on the same page and speak the same language, enhance ship-shore and onboard communication routines, strengthen the organizational safety culture, and eventually bring down the number accidents and unwanted incidents closer to zero.

Before going on board, all our seafarers have to complete the Pre Departure Orientation Seminar (PDOS) held in our offices in Manila. The seminar focuses on health, safety, security, discipline, procedures and regulations. Whenever appropriate this includes training, and prevention and risk-control regarding diseases.

All vessels are conducting Safety Representative Working Environment Committee (SRWEC) meetings once a month. The company requires all officers to attend the NIS required SRWEC/PEC course.

Through the SRWEC meetings the Shipboard Management has the opportunity for to give information to the Officers and Crew and getting feedback and suggestions in return. The SRWEC meetings are important forums where Officers and Crew can freely discuss and gain experience from each other. Areas like safety, security and working environment are in focus and we strongly believe that these meetings are important for rising consciousness with regards to these topics.

The HSSEQ department makes monthly summaries based on all vessels inputs/feedback from the SRWEC reports and all Improvement reports that has been received each month. This is being distributed as experience transfer in our Quality Management Reporting System (QMRs).







*The Grieg Star Cadets at UCML in Cebu, Philippines, February 2016*

### Developing competence from within

Academic performance, good communication skills, personal suitability and dedication are essential in selecting our future seafarers.



In preparation for the future need of officers, cadets have been selected every year through the Norwegian Shipowners' Association's (NSA) Philippines Cadet Program. Grieg Star, together with the NSA Philippines Cadet Program, interviews and selects the students before they begin their education at one of the leading maritime universities in the Philippines. For the past years, we have had at any given time about 100 cadets in our system. We also source cadets from our own seafarers, where the children or siblings of our sailing personnel, can apply for seagoing service in order to earn their certificates as licensed officers.

One of the most important aspects to evaluate is the cadets' ability to communicate. Further, we consider the ability to adapt to a life at sea, as well as inquiring about the cadets' adaptability to teamwork versus individual work. It is also essential to evaluate the candidate's level of realistic ambition and determination, in addition to the person's physique as much of the work onboard can be physically challenging. To ensure harmonious relations onboard, it is also important that the candidates we choose to embark on a journey with are from provinces all over the Philippines, to ensure a geographical spread of our seafarers onboard.

The first years in the company are of great significance to obtain a good understanding of the company culture and operational procedures. An open dialogue to discuss the development of the cadets and the career path ahead of them is important to continuously evaluate the progress made.



## Gender and ethnicity equality

Grieg Star does not accept discrimination in any form. This ensures all employees the same opportunities to personal and professional development, irrespective of gender, age, ethnical background, nationality or age. Discrimination shall be non-existent when it comes to recruitment, advancement and remuneration. Our aim is to give all employees the possibility to reach their potential while increasing Grieg Star's competitive edge and value creation.

We had no reports of any kind of discrimination in 2016.

## Health

Grieg Star maintains an overview of sick leave in accordance with current laws and regulations. In 2016 the general sick leave for the global on-shore organization was 3 %, including long and short term absence. Working environment committees oversees the company's work on health and safety.

Sick leave is reported and followed up on a continuous basis by the managers in cooperation with the employee and Human Resources Department.

## Safety and health video

IN 2015 Grieg Star took part of an industry-initiated survey, organized by Marine Benefits, called Project Re:refresh, focusing on the health and well-being of Filipino seafarers, in the areas of physical, psychological, social and spiritual well-being.

To follow up this, and highlight safety procedures on board, an animated video was produced in 2016, and is now running non stop at our crewing agency's office in Manila. The video is also used on board our vessels for new seafarers and visitors. The slogan of the video is "Work with safety - come home safely". Posters stating the same is in process of being produced, and will be placed in common areas on board our vessels.



*Safety poster based on the new safety video.*

**LTIF**

2013	2014	2015	2016
2.17	2.80	1.46	2.44

## Safety

The safety on our vessels is of our uttermost concern, and we have an ongoing focus on preparing our seafarers as well as stevedores and visitors.

This focus has given results, reducing injuries compared to previous years. The most objective measure of this is the Loss Time Injury Frequency (LTIF), which measures the number of hours a seafarer is unable to work due to injuries. Our LTIF went up in 2016, resulting in new measures being implemented to avoid further increases.

**Repatriation due to accident/illness**

2013		2014		2015		2016	
Acc.	Ill.	Acc.	Ill.	Acc.	Ill.	Acc.	Ill.
3	12	6	9	2	10	3	14

As in the four previous years, we had no fatal accidents in 2016. Still accidents do happen, and we repatriated three seafarers due to injuries after accidents, and 14 seafarers were sent home because of illness.

**Total Near Miss reports**

2013	2014	2015	2016
82	96	192	144

Sometimes incidents happen without resulting in injuries. We record these as well, defined as Near Misses. In 2016 the number of Near Miss Reports was lower than the year before, but still high. This is partly because of our focus on encouraging the crew to report. These reports make it easier for us to evaluate our procedures to prevent dangerous situations in the future.

## Port State Control

Port State Control (PSC) is the inspection of ships in ports by PSC inspectors to control and verify that the competency of the master and officers on board, and the condition of the ship and its equipment comply with the requirements of international conventions, and further that the vessel is manned and operated in compliance with applicable international law.



During 2016 Grieg Star had 115 Port State Controls on 34 ships, showing on average 0.8 deficiencies per inspection. This is up from 0.78 in 2015.

We had one Port State Control Inspection in 2016 which resulted in a detention. The deficiencies were dealt with immediately, and the shore and onboard management analyzed the deficiencies for preventive measure and fleet experience transfer.

## Rightship

Grieg Star is a member of Rightship ([www.rightship.com](http://www.rightship.com)), who performs Risk- and Environmental Rating. Rightship inspects our vessels, and report and grade our quality based on their findings. In 2016 Rightship changed their rating system, making the numbers for 2016 not possible to compare with previous ratings.

The fleet average Environmental Rating improved from 3,5 in 2015 to 3,9 in 2016. In addition, our affiliation with [ESI](#) ([Environmental Ship Index](#)) has contributed to the growth in the Rightship system for our L-class and K-class. The newer tonnage scores higher on the ranking due to newer technology.

### Risk ranking

2013	2014	2015	2016
4.91	5.00	4.91	4.1

### Environment ranking

2013	2014	2015	2016
2.4	3.5	3.5	3.9



**RIGHTSHIP**

*The rightship scale spans from 0 to 5, where 5 is top score.*



*STAR HARMONIA is among our high Rightship ranking vessels.*

## USCG Qualship 21

The Norwegian Flag Administration (NMA) is at present not in compliance with the USCG Qualship criteria. The QUALSHIP 21 program require that any flag state have a detention ratio less than 1.0% over a 3 years rolling period. The NOR/NIS fleet had a 3 years average detention rate of 1,09% which disqualified NIS vessels to apply for Qualship21 renewal until flag state improves the detention ratio. Marshall Island Flagged Vessels met the QUALSHIP21 requirements and therefore qualified to apply for renewal. However, all our vessels that have valid Qualship21 certificate are enrolled in the program as long as the certificate is valid.





## How we communicate

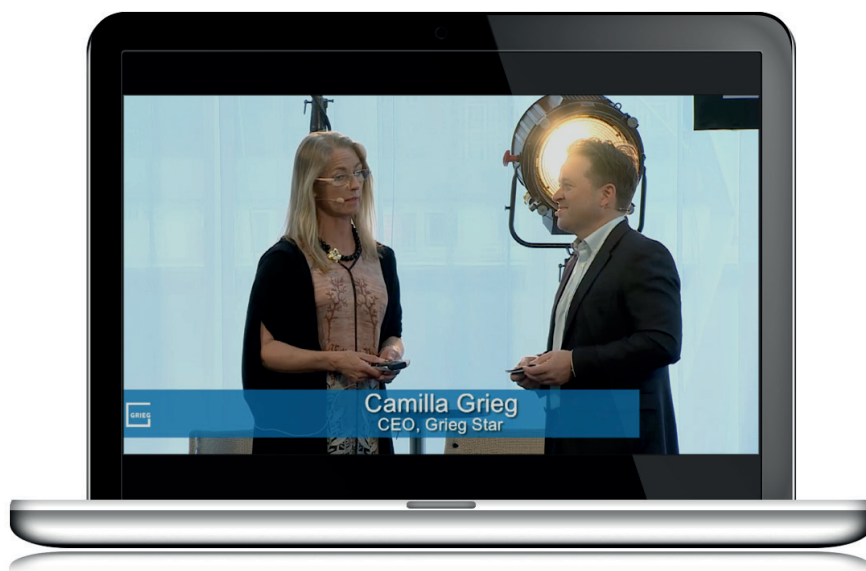
Good communications is necessary to be able to run a sustainable, responsible and profitable company. Over the years Grieg Star has invested in several solutions to ensure good communications internally and externally.

### External communication systems

Beside active usage of web site and social media, Grieg Star used several digital services to interact with our customers, agents and other stakeholders. StarPort, TMS and SIMS are some of these. Through these systems we improve efficiency and accuracy, and reduce the amount of paper consumed and sent.

### Internal communication systems

Our main service for internal communication is the intranet 130+ and the combined intranet and online portals Crewnet and Vesselnet. All systems provide extensive information and access to a wide variety of systems, reports and tools important in day-to-day operations. Our own IT department continuously develop these and new systems according to need.



*The Grieg Review, an open meeting for all Grieg Group employees, are streamed live over the Internet to all our employees world wide.*

Our Open Meetings for our employees are held in Bergen four times a year. From 2015 these meetings are filmed and shared with all employees world wide, to ensure the same information is shared all over the organisation. In 2016 two of these were in addition streamed live. The annual Grieg Review, and open meeting for all employees in the Grieg Group is streamed live as well as made available for later viewing.

## QMRS

Our new Quality Management Reporting System (QMRS) was put into force January 1st 2015. Through this we are able to report and capture vital information regarding safety, quality and environmental matters.

## Video conferencing

With offices in 15 different countries as well as over 30 owned vessels, good solutions for talking to each other are vital. We have started to work on increasing the usage of electronic communication channels like Skype, Facetime and Viber. In addition to improving the quality of day-to-day communication our goal is also to reduce travel cost and CO2 footprint, as well as bothersome travel.



Crew magazine

## On board internet access

For most seafarers, contact with family and loved ones at home is one of the most important welfare concerns.

To ensure such contact, all our ships are equipped with a system that gives our seafarers access to personal e-mail, unlimited SMS text messaging, social networking and browsing the Internet. In 2016 we started a test to increase the bandwidth on board our vessels, with a goal to implement new systems onboard in 2017.

## Crew magazine

Due to low bandwidth some places at sea, it is not always simple for our crew on-board to access our digital solutions. We therefore publish an electronic magazine for our seafarers, providing important news on the company, business and situation at home when needed. This magazine is made available on the crew computers on-board.

## Mobility

To ensure flexibility, most land based employees are equipped with lap tops and mobile phones. This makes it possible for them to work from outside the office if needed, either for private or business reasons. They have access to all the same systems and communication channels when outside the office by using virtual private networks (VPN).



# Our responsibility

## Environment

Grieg Star envisions a future where we have no harmful emissions to air, sea and land. The path to this future is long, but we are committed to walk the talk. Shipping – which transports about 90% of global goods – is, statistically, the least environmentally damaging mode of transport, taking its productive value into consideration. Still, the emissions of greenhouse gases (GHG) from the shipping industry constitutes about 2,5% of global emissions, and shipping emissions are by some predicted to increase between 50% and 250% by 2050 depending on future economic and energy developments.

We take this problem seriously, and work towards reducing the emissions from our operations significantly in the years to come. Our vision is to ultimately have no harmful emissions to air, sea and land. It is important to stress that this is not a zero emission vision. A zero emission scenario is not technically possible in the foreseeable future. The world will rely on use of hydrocarbons for years to come, but the level of such usage is possible to lower. Our vision is to not harm the environment in any way in the conduct of our business.

Regardless of our strategy and goals, national and international agreements and regulations on environmental issues will be amended and set in force in the years to come. Our goal is to be in accordance with or exceed such regulations before their implementation dates.



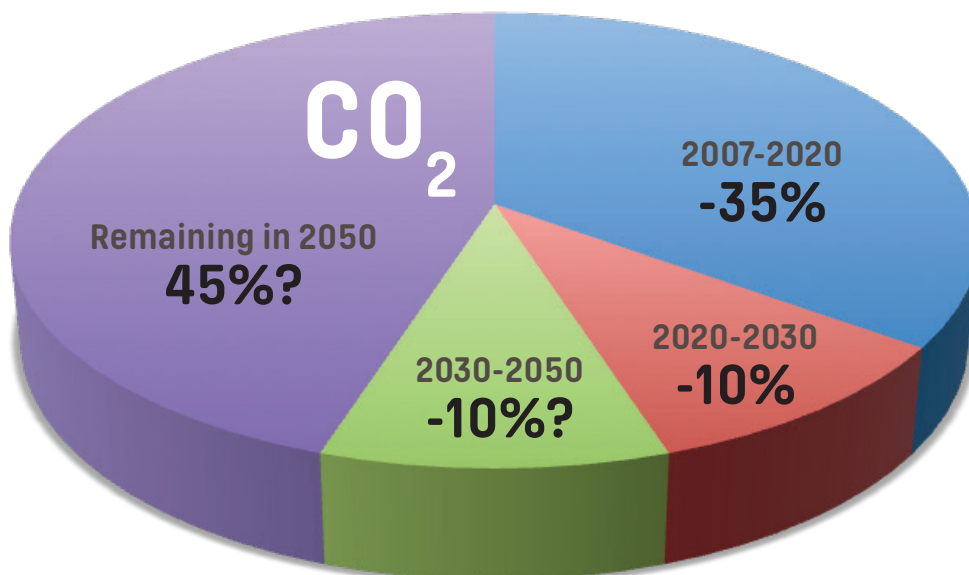
## Emissions to air

### Carbon dioxide (CO<sub>2</sub>)

When a vessel is burning one ton of fuel, approximately three tons of CO<sub>2</sub> is released, due to the chemical reaction of burning. For Grieg Star it is important to reduce the fuel usage of our ships. In 2016 we burned 170,489 tons of fuel, emitting 532,987 tons of CO<sub>2</sub>. Over the years we have implemented several measures to ensure such reductions, both technical and operational. What we have done is illustrated at pages 28 and 29.

Even if the 1997 Kyoto Protocol uses 1990 as a base year for CO<sub>2</sub> emissions, we are not able to use the same. Our knowledge of our emissions expressed by EEOI (Energy Efficiency Operational Indicator) for 1990 is simply not available. We do, however, have good data from 2007 onwards, and have so far used this as our base year. We have valid reasons to assume that our emissions in the years from 1990 to 2007 did not grow. In that period our fleet changed dramatically in size, and engine and propeller technology as well as ship designs in general improved. We therefore assume that our 2007-levels are comparable or better than the world 1990-levels. Our goals should therefore be comparable or better than those of the various national and international governments and organisations.

From 2007 to 2015, we reduced the EEOI by 19%. As the index is based on emissions per transported cargo weight, we saw a worsening of the numbers in 2016. The low general market, and the fact that we transported more light weight, but volume intense cargo, saw our EEOI return to our numbers in 2008.





## Sulphur Oxide (SOx)

The emissions of SOx are not a danger to the climate, but have potentially serious effects on the environment locally or regionally, causing health issues for people, animals and vegetation.

The emissions of SOx from our vessels are directly related to the amount of sulphur in the fuel we burn. Many coastal areas in the world are now implementing Emission Control Areas (ECAs) where fuel burned may not contain more than 0,1% sulphur. Grieg Star welcomes these initiatives, and follows the regulations strictly. Our goal is to always comply with or exceed the ECA regulations.

To further reduce our emissions of SOx, we work on several measures to reduce the amount of fuel burnt, e.g. a project trying to use battery technology on our cranes to reduce engine usage when at port.

### SOx emissions

2013	2014	2015	2016
3,904	3,557	3,465	3,870
tons emitted			



## Nitrogen Oxides (NOx)

In small amounts nitrogen oxides (NOx) can act as nutrients for plants. High levels, however, are damaging to plant life. Excessive exposure to NOx may have serious health effects in humans and animals. NOx also contribute to global warming.

International regulations on NOx are progressively more stringent, demanding engines built in 2016 or later to emit no more than 20% of the levels in 2010. Among the measures we have implemented in this regard is installing sliding fuel valves on all our vessels built after 1987. Our goal is to reduce NOx by 35% by this measure alone. The battery project will also reduce such emissions while the ships alongside in port.

### NOx emissions

2013	2014	2015	2016
16,445	15,702	15,551	15,959
tons emitted			

## Particulate matter

Solid or liquid particles from unburnt matter are always emitted from combustion processes. The biggest particles are what humans see as smoke. Some of these particles may have negative health effects, especially in the lungs. Particulate matter has also the potential to modify the climate through the formation of clouds and snow. Particles also contribute to acid deposition and may absorb solar radiation and impair/reduce visibility. Our work on reducing fuel consumption and run our engines in the best possible way, reduces emission of such particles.

## Emissions to water

Our vessels travel from one place on the earth to another all the time. This makes it a possibility for us to take with us organisms from one ocean to another. The organisms may be brought there through our ballast water system or attached to our vessels' hull. Such non-indigenous organisms may have harmful effects on the ecosystem in which they are brought into. International bodies work hard to reduce such transferral of organisms from one area of the earth to another, and several regulations are or will be set in force. The International Convention for the Control and Management of Ships' Ballast Water and Sediments (BWM Convention) was adopted by consensus at a Diplomatic Conference held at IMO Headquarters in London on 13 February 2004. The convention was been ratified in 2016, and is planned to enter into force in 2017, even if there are some uncertainties connected to it.

We have started installing the necessary equipment on our vessels, and aim to be in compliance in due time.

Consumed fresh water is generally produced onboard or purchased where required. Estimated grey water per crew is 200 litres per day, approximately 50,000 litres per year.

## Oil spill

Grieg Star had no oil spills in 2016.

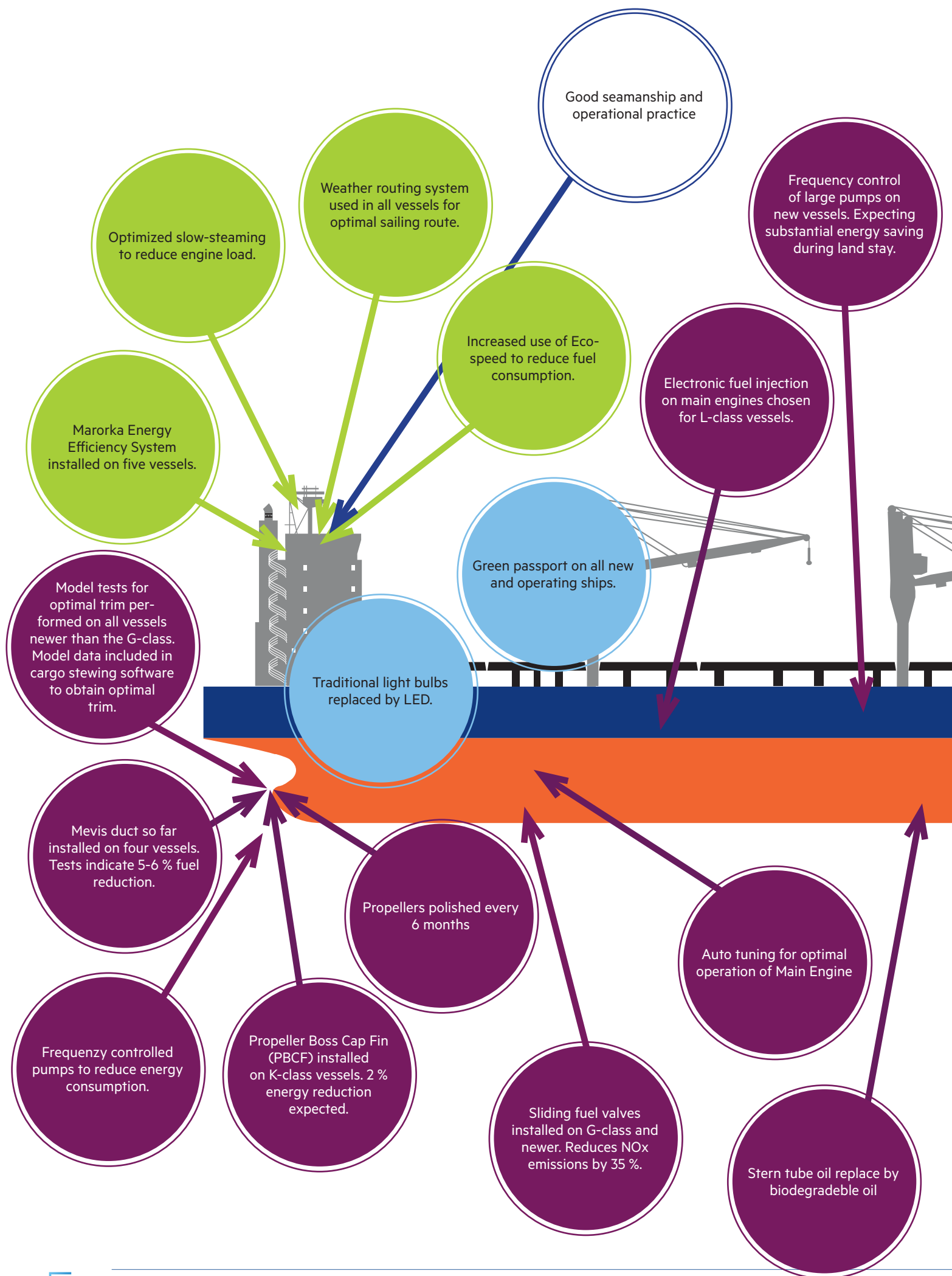
## Emissions to land

As for most businesses our operations create waste. We have, however, good routines for handling such waste in a sustainable manner. All waste onboard our ships is either incinerated in special ovens onboard, or brought to land for proper handling. Dunnage is properly sorted and recycled while in port. We do not use disposable dunnage bags, but repair and reuse the bags to reduce waste.

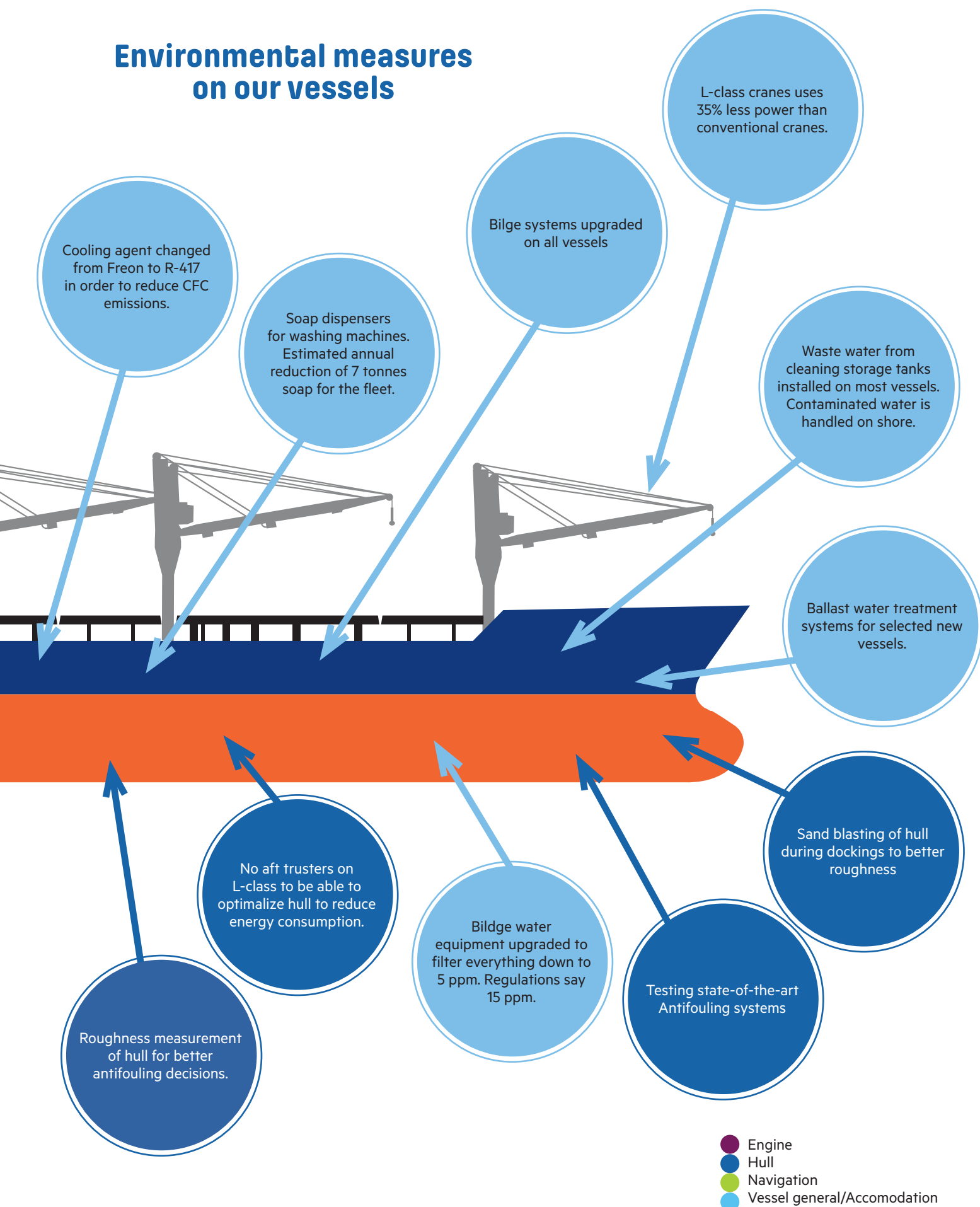
Our offices all have proper waste handling, making sure we send the waste for recycling whenever this is possible.







## Environmental measures on our vessels



## Inventory of Hazardous Materials (IHM)

The IMO Guidelines on Ship Recycling of 2009 introduced the IHM for ships. It was envisaged that this document, containing an inventory of all materials used in the construction of a ship that are potentially hazardous to human health or the environment, would accompany the ship throughout its working life.



All vessels in our fleet have the IHM/Green Passport. Changes of materials onboard listed on the inventory are registered in our Planned Maintenance System (PMS) system. The IHM has recently been used when recycling ships, whereby hazardous materials have been located and handled as specified in “Appendix 3, part 2, of the IMO Guidelines on ship recycling”.



## UN Global Compact

The UN Global Compact is a strategic policy initiative for companies dedicated to sustainable business development.

Grieg Star Group committed to the ten principles of the UN Global Compact in 2008, and strives to implement these principles in our strategies and operative work. It is imperative that these principles become embedded in the way we conduct our business and thus our corporate culture. We promote and use our influence to voice UN Global Compact’s principles and ideas, and report on progress by applying the Global Reporting Initiative as our reporting standard.



## Trident Alliance

The Trident Alliance is a coalition of shipping owners and operators who share a common interest in robust enforcement of maritime sulphur regulations and are willing to collaborate to help bring it about. The strengths and attributes of the different members and partners will be used to drive the various strategies identified to improve enforcement.



Grieg Star is a member of the Trident alliance.

The threat of weak enforcement of sulphur regulations is escalating. Responsible industry is taking the initiative to mitigate this threat, in interest of the environment and human health, as well as creating a level playing field for business. By speaking with a united voice we have the greatest chance to bring about change.





*Every 15 minutes our vessels automatically send us vital information. These are analysed by our employees to make it possible for us to better our environmental performance.*

## ISO 14001:2004

Grieg Star is ISO 14001:2004 certified. ISO 14001:2004 sets out the criteria for our environmental management system and maps out a framework that we follow to set up an effective environmental management system.



During 2016 we have had internal audits as well as external intermediate and renewal audits carried out by DNV-GL or BV to ensure that our systems are in accordance with the framework of ISO 14001:2004 and the ISM and ISPS codes. Non-Conformities are entered into our QMRS and changes to procedures resulting from these audits are implemented through our Quality Management System (QMS).



**14001:2004  
certified**

## Ecovadis

There are many ways of showing how sustainable a business is. We have decided to work with EcoVadis to measure how we do. EcoVadis operates a collaborative platform providing Supplier Sustainability Ratings for global supply chains.

### Ecovadis score

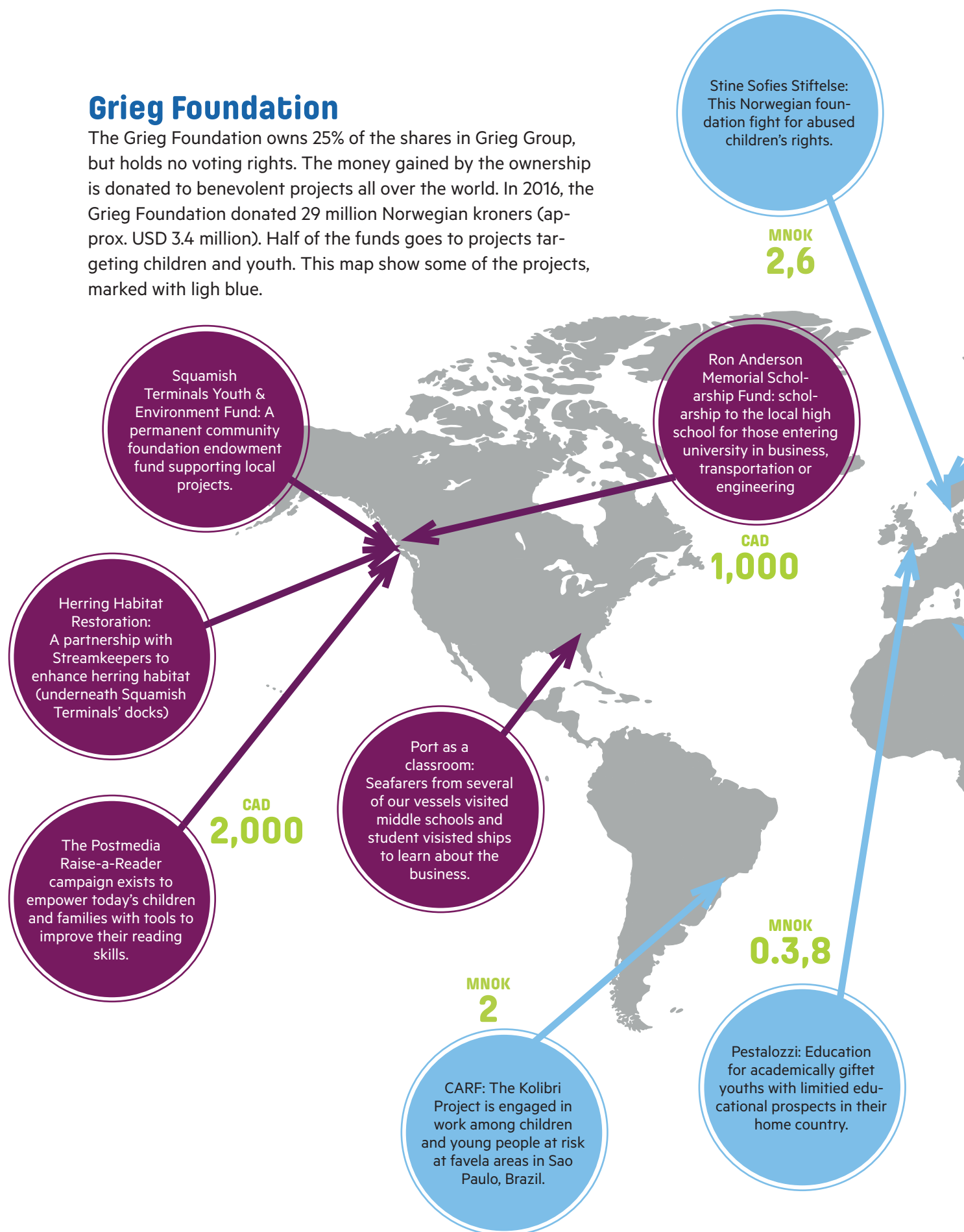
Environment	70
Labor Practices	40
Fair Business Practices	50
Sustainable Procurement	30

Our EcoVadis score in 2016 was 48, up by 10 points from 2015 and up 20 points from our start in 2014. The average in our business was 42.6 points in 2016. We still have work to do to document our sustainable business practices, and aim to score even better.



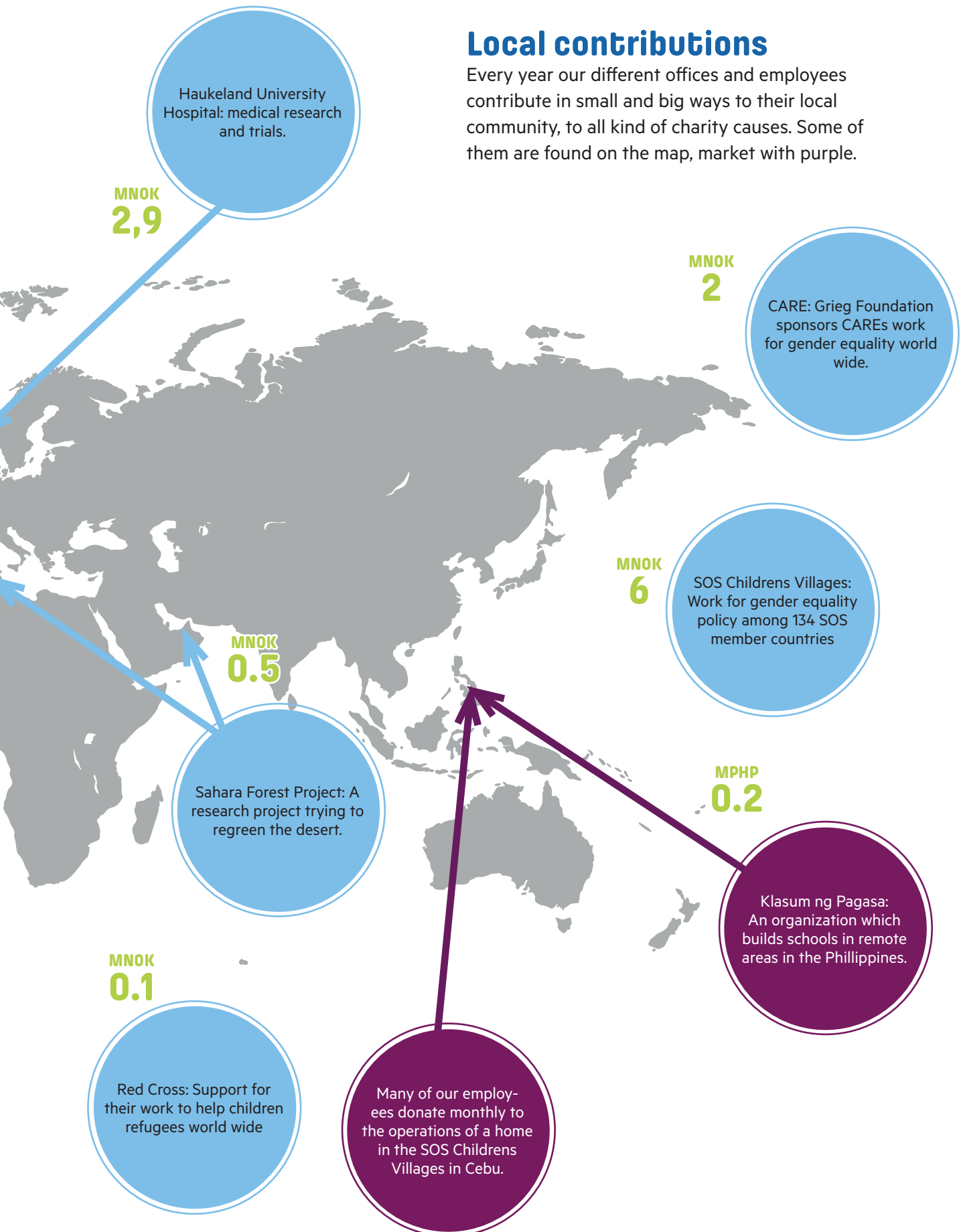
## Grieg Foundation

The Grieg Foundation owns 25% of the shares in Grieg Group, but holds no voting rights. The money gained by the ownership is donated to benevolent projects all over the world. In 2016, the Grieg Foundation donated 29 million Norwegian kroner (approx. USD 3.4 million). Half of the funds goes to projects targeting children and youth. This map show some of the projects, marked with light blue.



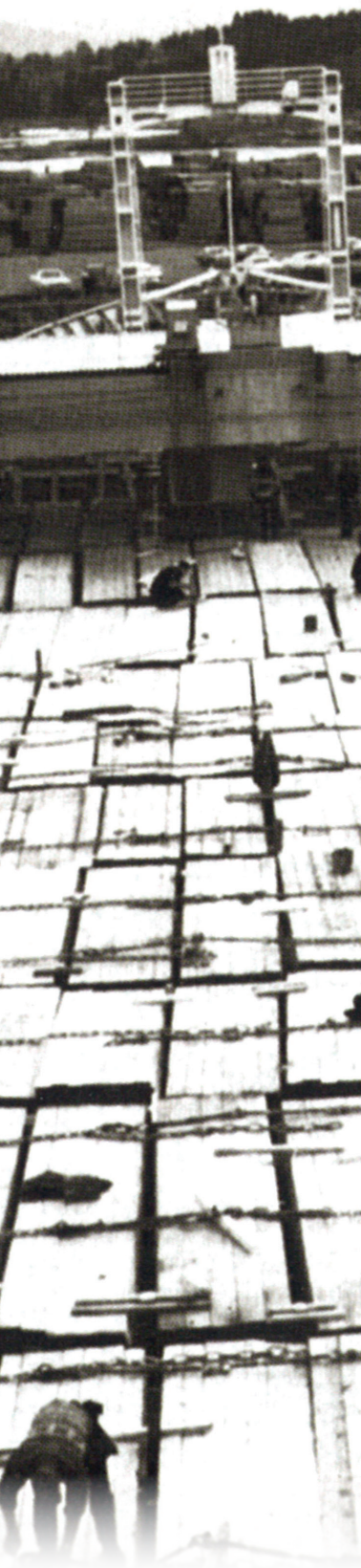
## Local contributions

Every year our different offices and employees contribute in small and big ways to their local community, to all kind of charity causes. Some of them are found on the map, marked with purple.





# Our history

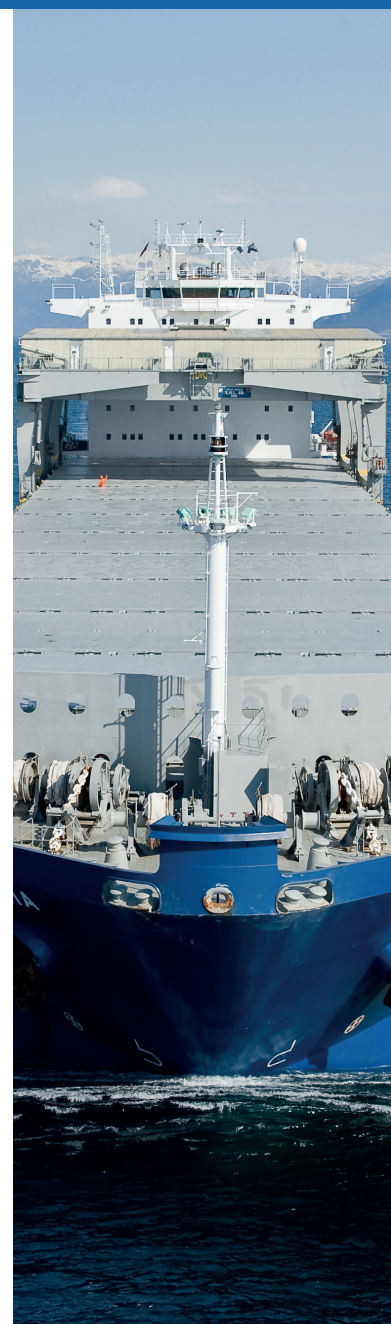


## Year

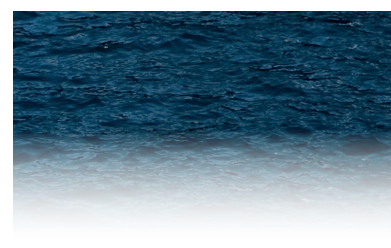
- |      |  |
|------|--|
| 1884 | Joachim Grieg sets up his shipbroker business in Bergen, Norway  |
| 1959 | Per Waaler establishes AS Star Shipping November 24th, but the company is not formally registered until April 11th 1961  |
| 1962 | In November the Star Pool come into effect, formalized February 5th 1963. Star Shipping and Westfal-Larsen & co agree to make vessels available for a joint shipping operation.  |
| 1963 | Star Shipping's first subsidiary is established in Sydney, Australia. The year after an office is established in New York, and in 1966 in Vancouver. Our global presence is starting.  |
| 1964 | The Star Pool agreement is even more formalized, as Star Bulk Shipping Company is formed on September 18th, with Westfal-Larsen & co and Star Shipping as equal owners.  |
| 1965 | The first ships are equipped with gantry cranes to secure more accurate stowage and larger output per hour. The gantry cranes stay on as preferred cranes on the Star vessels until the L-class is acquired in 2012.   |
| 1965 | The company's first long time cargo contract is signed: packaged lumber from British Columbia to Australia. Further contracts are to be signed the following year. Our focus on long term relationships with customers starts in earnest.  |
| 1965 | In a Board meeting in Star Bulk Shipping on September 13th, it is decided to order three Open Hatch vessels, the first in the Star system. Since then the Open Hatch vessels have been the backbone of the Star fleet.   |
| 1970 | Fred Olsen & co closes down their Fred Olsen Line and enters as a 30% owner of Star Bulk Shipping alongside Per Waaler/Per Grieg controlled Billabong and Westfall-Larsen & co.  |
| 1971 | Star decides to invest in Squamish Terminals in British Columbia, and three years later Star is sole owner. To this day Grieg Star is the proud owner of Squamish Terminals.   |
| 1972 | To reflect that Star has advanced from being a bulk transporter, the name of the company changes to Star Shipping. At the same time the name and common identity is approved, giving all the vessels Star names and yellow funnels with the star flag – a tradition we have carried on ever since. |
| 1973 | Star Shipping enters into a pool with greek shipping company Rethymnis and Kulukundis and establishes Conventional Bulk-Carriers Division (CBCD). The partnership secures a growth in CBCD from 2 million tons cargo shipped in 1972 to 12 million tons in 2000.                                   |
| 1988 | Fred Olsen & Co sell their shares in Star, and the original partners are left alone as owners in a 50/50 split.  |
| 1995 | Westfal-Larsen & Co decide to sell their Star vessels to a new company formed by the Westfal-Larsen brothers in Singapore: Masterbulk. Masterbulk take over the Westfal-Larsen position in Star Shipping.  |
| 2001 | The last of the 3rd generation owners and gründer retire. Per Grieg retires at an age of 70, leaving his place on the board to his daughter Camilla Grieg.   |
| 2008 | The Star organisation and business is split. Grieg continues to operate a slimmer Star Shipping, while Masterbulk set up their own organisation. Star Shipping is integrated as a part of Grieg Star, moving its Headquarters to Grieg Gaarden in Bergen.  |
| 2010 | Grieg Star establishes Grieg Green, a company focusing on sustainable recycling of ships.  |
| 2012 | One of the biggest new building programs start. Grieg Star orders 10 identical Open Hatch vessels, leaving the gantry crane for the first time since 1965.   |
| 2016 | Initiated talks with Gearbulk to establish G2 Ocean. The joint Venture went live May 1st 2017.   |

## Our fleet

Class	Name	Built	DWT	Type	Owned/LTTC/ BB
F	Star Fuji	1985	40,850	Open Hatch	Owned
G	Star Gran	1986	43,712	Open Hatch	Owned
G	Star Grip	1986	43,712	Open Hatch	Owned
H	Star Hansa	1995	46,580	Open Hatch	Owned
H	Star Harmonia	1998	46,580	Open Hatch	Owned
H	Star Herdla	1994	46,580	Open Hatch	Owned
H	Star Hidra	1994	46,580	Open Hatch	Owned
I	Star Isfjord	2000	46,547	Open Hatch	Owned
I	Star Ismene	1999	46,547	Open Hatch	Owned
I	Star Istind	1999	46,547	Open Hatch	Owned
J	Star Japan	2004	44,837	Open Hatch	Owned
J	Star Java	2006	44,837	Open Hatch	Owned
J	Star Juventas	2004	44,837	Open Hatch	Owned
K	Star Kilimanjaro	2009	49,924	Open Hatch	Owned
K	Star Kinn	2010	49,924	Open Hatch	Owned
K	Star Kirkenes	2009	49,924	Open Hatch	Owned
K	Star Kvarven	2010	49,924	Open Hatch	Owned
L	Star Laguna	2012	50,761	Open Hatch	Owned
L	Star Lima	2012	50,761	Open Hatch	Owned
L	Star Lindesnes	2013	50,761	Open Hatch	Owned
L	Star Livorno	2013	50,761	Open Hatch	Owned
L	Star Loen	2013	50,761	Open Hatch	Owned
L	Star Lofoten	2013	50,761	Open Hatch	Owned
L	Star Louisiana	2013	50,761	Open Hatch	BB
L	Star Luster	2013	50,761	Open Hatch	Owned
L	Star Lygra	2014	50,761	Open Hatch	BB
L	Star Lysefjord	2013	50,761	Open Hatch	Owned
M	Kai Xuan	2008	50,761	Open Hatch	BB
M	Star Minerva	2008	50,757	Open Hatch	BB
M	Star Navarra	2010	51,593	Open Hatch	LTTC
M	Star Dalmatia	2011	51,593	Open Hatch	LTTC
-	Star Athena	2012	58,018	Conv. bulk	Owned
-	Star Artemis	2015	63,132	Conv. bulk	Owned
-	Star Eracle	2012	58,018	Conv. bulk	Owned
-	Star Eos	2015	63,132	Conv. bulk	Owned
-	Star Norita	2012	58,097	Conv. bulk	LTTC
-	Star Maine	2015	61,263	Conv. bulk	LTTC
-	Star Pathfinder	2015	61,298	Conv. bulk	LTTC
-	Star Crimson	2015	61,150	Conv. bulk	LTTC



31 Open Hatch vessels  
8 Conventional Bulk carriers  
39 vessels in total



# Global Reporting Initiative

GRI Standard Disclosure indicators	Description of the Indicator	Page/References
------------------------------------	------------------------------	-----------------

## Strategy and Analysis

1.1	Statement from the most senior decision maker of the organization	Page 3 and <a href="#">Grieg Star Annual Report 2016 (AR16)</a>
1.2	Description of key impacts, risks, and opportunities.	Pages 3 and 7, <a href="#">AR16</a>

## Organizational Profile

2.1	Name of the organization	Grieg Star
2.2	Primary brands, products, and/or services	Page 10
2.3	Operational structure of the organisation	Page 10
2.4	Location of organization's headquarters	Page 10
2.5	Countries where the organization operates	Pages 10, 11
2.6	Nature of ownership and legal form	Pages 10, 14
2.7	Markets served	Page 10
2.8	Scale of the reporting organisation	Pages 10, 14, <a href="#">AR16</a>
2.9	Significant changes in size, structure, or ownership	None
2.10	Awards received in the reporting period	Page 32

## Report Parameters

3.1	Reporting period	2016
3.2	Date of most recent previous report (if any)	March 2015
3.3	Reporting cycle (annual, biennial, etc.)	Annual
3.4	Contact point for questions regarding the report or its content	<a href="#">Senior Vice President Ole Steinar Mjell</a>
3.5	Process for defining report content	Involvement of relevant departments
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, etc).	All subsidiaries, divisions and countries included.
3.7	Limitations on the scope of boundary of the report	GRI reporting does not include Product Responsibility. Customer related indicators are not measured per today and other indicators are irrelevant.
3.8	Basis for reporting on joint ventures, subsidiaries etc	Refer to accounting principles in <a href="#">AR16</a>
3.9	Data measurements techniques	Refer to accounting principles in <a href="#">AR16</a>
3.10	Effect of any re-statements of information	None
3.11	Changes in the scope, boundary, or measurement methods	None
3.12	GRI Index table	Pages 36-39
3.13	External assurance for the report	Financial reporting only. Other parameters are self declared.

## Governance, Commitments and Engagement

4.1	Governance structure of the organisation	Page 6
4.2	Whether the Chair of the highest governance body is also an executive officer	Page 6
4.3	For unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	Page 6
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Page 6
4.5	Compensation for the highest governance body, senior managers, and executives	<a href="#">AR16</a>

4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Page 6
4.7	Process for determining the qualifications and expertise of the members of the highest governance body	Page 6
4.8	Internally developed statements of mission or values, codes of conduct, and principles	Page 8
4.9	Procedures of the highest governance body for overseeing the organization	Page 6
4.10	Processes for evaluating the highest governance body's own performance	Internal audit and self assessment
4.11	Whether and how the precautionary approach or principles is addressed by the organisation	Page 7
4.12	Externally developed charters, principles, or other initiatives to which the organisation subscribes or endorses	Pages 9, 13, 16, 17, 21, 30, 31
4.13	Memberships in associations and/or national/international advocacy organisations	Pages 9, 18, 21, 30
4.14	List of stakeholder groups engaged by the organization	Employees, suppliers, environment, local community
4.15	Basis for identification and selection of stakeholders with whom to engage	Strategic decision to target some key stakeholders actively.
4.16	Approaches to stakeholder engagement	Pages 12, 17, 19
4.17	Key topics and concerns that have been raised through stakeholder engagement	Health & safety , competence development on environmental issues. Co-operation with WWF Norway, NSA and other shipping companies to increase energy efficiency. International anti-corruption network for shipping industry, the Maritime Anti-Corruption Network.

## ECONOMIC PERFORMANCE INDICATORS

### Management Approach

EC1	Direct economic value generated and distributed	<a href="#">AR16</a>
EC2	Financial implications and other risks and opportunities due to climate change.	Page 3, <a href="#">AR16</a>
EC3	Coverage of the organization's defined benefit plan obligations.	<a href="#">AR16</a>
EC4	Significant financial assistance received from government.	<a href="#">AR16</a>
EC6	Spending on locally-based suppliers at significant location of operation.	Not reported
EC7	Procedures for local hiring proportion of senior management	<a href="#">AR16</a>
EC8	Infrastructure investments and services provided primarily for public benefit	Pages 32, 33, <a href="#">AR16</a>

## ENVIRONMENTAL PERFORMANCE INDICATORS

### Management Approach

EN1	Materials used by weight or volume	NA
EN2	Percentage of materials used that are recycled input materials	NA
EN3	Direct energy consumption by primary energy source	Page 25
EN4	Indirect energy consumption by primary source	Not recorded
EN5*	Energy saved due to conservation and efficiency improvements	Page 25
EN8	Total water withdrawal by source	Page 27



EN11	Location and size of land in areas of high biodiversity value outside protected areas	Not relevant
EN12	Impacts on biodiversity in protected areas and areas of high biodiversity	Page 27
EN16	Total direct and indirect greenhouse gas emissions by weight	Page 25
EN17	Other relevant indirect greenhouse gas emissions by weight	Page 26
EN18*	Initiatives to reduce greenhouse gas emissions and reductions achieved	Pages 25, 26
EN19	Emissions of ozone-depleting substances by weight	Not reported
EN20	NOx, SOx, and other significant air emissions by type and weight	Page 26
EN21	Total water discharge by quality and destination	Page 21
EN22	Total weight of waste by type and disposal method	Page 27
EN23	Total number and volume of significant spills	Page 27
EN26	Environmental impacts of products and services, and extent of impact mitigation	Not reported
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	Not reported
EN28	Significant fines and sanctions for non-compliance with environmental laws and regulations	None

## SOCIAL PERFORMANCE INDICATORS

### Labor Practices and Decent Work

#### Management Approach

LA1	Total workforce by employment type, employment contract, and region	Pages 14-15
LA2	Employee turnover by age group, gender, and region	Pages 14-15
LA4	Percentage of employees covered by collective bargaining agreements	Page 15
LA5	Minimum notice period(s) regarding operational changes	Page 15
LA6*	Formal joint management-worker health and safety committees	Pages 15, 19
LA7	Injuries, occupational diseases, lost days, absenteeism, and work-related fatalities	Pages 15, 20
LA8	Education, training, prevention, and risk-control programs in place regarding serious diseases	Pages 17, 19
LA9*	Health and safety topics covered in formal agreements with trade unions	Page 16
LA10	Average hours of training per year per employee by employee category	Page 17
LA13	Diversity within governance bodies and employee categories	<a href="#">AR16</a>
LA14	Ratio of basic salary of men to women by employee category	Not reported

#### Mobile worker working pattern

LT9	Description of policies and programmes to determine working hours and rest hours, rest facilities and leave for seafarers	Page 15
LT10	Approaches to provision of facilities to enable mobile workers to maintain personal communication while working	Page 23

### Ship safety inspections

LT13	List the accidents when ships have been detained by port inspectors	Page 20
------	---	---------

### Use of labour providers

LT16	Describe how these criterias relate to existing international standards such as conventions of the ILO	Page 15
------	--	---------

### Continuity of employment

LT17	Describe measures in place to provide income security and employment continuity for workers employed/contracted repeatedly but not continuously	Page 15
------	---	---------

## Human Rights

### Management Approach

HR1	Human rights clauses or screening related to investment agreements	Page 12
HR2	Screening of suppliers and contractors regarding human rights	Page 12
HR4	Total number of discrimination and actions taken	Page 19
HR5	Freedom of association and collective bargaining	Page 15
HR6	Child labor, and measures taken to contribute to the elimination of child labor	Page 15
HR7	Forced or compulsory labor	Page 12

## Society

### Management Approach

S01	Impacts of operations on communities, including entering, operating, and exiting	None
S02	Percentage and total number of business units analyzed for risks related to corruption.	Page 7
S03	Percentage of employees trained in organization's anti-corruption policies and procedures.	Page 9
S04	Actions taken in response to incidents of corruption.	Page 9
S05	Public policy positions and participation in public policy development and lobbying	Page 9
S07*	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	None
S08	Fines for non-compliance with laws and regulations concerning provision and use of products	None



Grieg Star Group applies the G3 core performance indicators and some specific indicators for the Transport & Logistics sector in its reporting on sustainability. The GRI index for 2016 is self-declared.



