



# Making Sustainability a Lifestyle

Tristar Group Sustainability Report 2016



# ABOUT THE REPORT, SCOPE & BOUNDARY

Welcome to our fifth consecutive annual sustainability report where we have highlighted our Group's sustainability activities and progress from January 2016 to December 2016. The theme of this report **"Making Sustainability a Lifestyle"** focuses on our aspiration to take sustainability to the next level where it becomes an integral part of our everyday life. This report details our approach to incorporating sustainability into business planning and decision making.

## REPORTING FRAMEWORKS

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We report progress across our services and geographic locations in accordance with the United Nations Global Compact (UNGC) 10 universal principles related to covering human rights, labor, environment and anti-corruption.

We have reviewed material topics important to Tristar and its stakeholders in relation with the ever-changing external environment. The report

focuses on our governance structure, management systems, business strategy and collaboration with internal and external stakeholders. We reiterate our unwavering commitment to embracing and advocating sustainable development through the 10 principles of the UNGC. This sustainability report also serves as our annual 'Communication on Progress' to the UNGC to whom we are signatories since 2011.

## REPORTING BOUNDARY

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Under this report our Sustainability performance is measured for our global service portfolio across the following 13 countries: UAE, Oman, Kuwait, Qatar, Pakistan, Guam, Haiti, South Sudan, Uganda, Kenya, Tanzania, Central African Republic (CAR) and Kingdom of Saudi Arabia (KSA). From the previous year of reporting in 2015, we have added Tanzania to our scope. We have specifically marked data applicable to the country from which it was available and received. In the coming years we aim to further improve our data availability from each country.

The Shipping Division, which after a recent expansion, has become a major

business vertical of the Tristar Group and is also covered in this report.

We recognize the importance of managing complex oil and gas logistics operations around the world. Keeping people and assets safe, and being good stewards of the environment would remain integral part of our discussion in this report.

Making sustainability a lifestyle therefore takes a lifelong commitment. It is an opportunity for businesses and individuals to adopt actions that can help them reduce their environmental impact and make our planet earth a better place for future generations.

## FEEDBACK AND SUGGESTIONS

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As always we welcome your input. Please send your valuable feedback and suggestions to Arthur Los Banos, Corporate Communications Manager on [arthur@tristar-group.co](mailto:arthur@tristar-group.co).



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# GROUP CEO MESSAGE

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*"It gives me immense pleasure to launch our fifth consecutive Sustainability Report with the theme **"Making Sustainability a Lifestyle"**. Our journey towards Sustainability commenced with the inception of Tristar in 1998 and our aim is for continual improvement year after year."*

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We have instituted various community outreach projects during last five years where we operate be it in Africa, in the Pacific island of Guam or in the Middle East. Our aim is to ensure that our stakeholders benefit from our sustainability initiatives such as our Road Safety Awareness Campaign, sharing of best practices, conserving the environment, adopting green solutions, promoting education, investing in people, generating employment, volunteering for disaster relief, and much more.

With our corporate headquarter in UAE, we would like to strengthen our sustainability initiatives in the UAE as the Ministry of Economy announced the implementation of the national strategy for 2017 as the 'Year of Giving' by strengthening social responsibility in the private sector and by promoting the spirit of volunteering. The government is keen on building a systematic CSR methodology by putting key indicators into place that measure progress and their benefit to society.

We see the year 2017 and beyond full of partnership opportunities with the government and like-minded organizations to advance sustainability goals and ensure a brighter tomorrow for generations to come.

Our mission is to respect and serve communities in which we conduct our business. Our aim is to be a good corporate citizen and a responsible business. Our sustainability initiatives and accomplishments are always in line with our Vision, Mission and Values and we believe that giving back to the community in areas which we operate.

We have opened two facilities in the UAE that are certified to LEED (Leadership in Energy and Environmental Design) Gold standard

as per U.S. Green Building Council specifications. One of them is our Jebel Ali Free Zone (JAFZA) warehouse, a multi-functional petrochemical platform, which became fully operational in September 2016.

Outside the UAE we have been consistent in our community engagement projects in Guam such as the annual Coastal Clean-up and Adopt-A-School projects.

In Haiti, we went beyond our contractual responsibilities with our customer by helping out in the relief efforts in the aftermath of Hurricane Mathew in October 2016.

In the long-term, we are preparing to live up to the Paris Climate Summit of 2015 "to limit the rise in average global temperature to well below 2°C". The COP 21 Agreement or Paris Climate Summit offers new opportunities for renewable energy sources, cleaner fuels, resource optimization, energy efficient operations, innovative logistics solutions and automation. Our thrust this year is to develop a long-term roadmap for Tristar's carbon neutral operations.

At the end I want to assure our stakeholders that being a responsible business, our focus towards safety, environment and the community shall be unwavering as we are committed to making sustainability our lifestyle. I thank you for your tremendous support as only together we can do much more in days and years to come.



**EUGENE MAYNE**  
Group CEO

Last quarter of 2016 was a period of CSR awards for Tristar:

*We received from the chairman of Dubai Chamber, Majid Saif Al Ghurair, the CSR Label which acknowledges our CSR and sustainability efforts in making Tristar a responsible business. Tristar was one of the 21 companies recognized during the awarding presentation on October 26<sup>th</sup>.*



*The Arabia CSR Awards on October 20<sup>th</sup> recognized our road safety campaigns for heavy duty drivers and senior high school students in the UAE. We were awarded under the Partnerships and Collaboration category.*



*On October 24<sup>th</sup>, we received the Maritime Standard Awards under the CSR category in the shipping industry.*



*The Moorhen Habitat Preservation project in Guam recognized by the US Environmental Protection Agency remains a strong CSR pillar in the island.*



*The head of the peacekeeping mission in Haiti commended Tristar team for 'their exceptional support' during Hurricane Mathew in his note to Tristar.*



# KEY SUSTAINABILITY HIGHLIGHTS 2016



Gold Medal for winning in 5 consecutive years the RoSPA of UK Occupational Health and Safety Award



2<sup>nd</sup> time awarded CSR Label by Dubai Chamber's Sustainability Network



2<sup>nd</sup> time most commendable Partnerships and Collaborations award from Arabia CSR Network



Launch of 4<sup>th</sup> consecutive sustainability report



Safety Award from Lloyd's List for Middle East and Indian Subcontinent



CSR Award from Maritime Standard for Middle East and Indian Subcontinent



6<sup>th</sup> consecutive year for conducting blood donation at Tristar head office and overseas locations on the occasion of World Blood Donor Day under the theme "Blood connects us all"



Upgrade of Tristar ISO 9001:2008 and ISO 14001:2004 systems to the latest ISO 9001:2015 and ISO 14001:2015 standards



Launch of Tristar Happiness Program



80 business leaders and managers attended 'The Role of Leadership in Fleet Safety Management' seminar at Dubai Chamber organized by Tristar



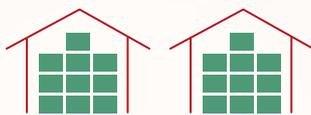
4 consecutive years of Tristar Toastmaster Club, which is part of an international nonprofit educational organization that operates clubs worldwide for the purpose of helping members improve their communication, public speaking, and leadership skills



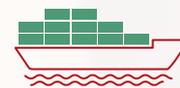
2<sup>nd</sup> year of afternoon stretch exercise program for office staff



Logistics support for the Can Collection Drive to Emirates Environmental Group



Operation of 2 facilities - the chemical storage facility in JAFZA and warehouse in Jebel Ali Industrial Area 1 - which follow LEED (Leadership in Environment and Energy Design) Gold standard



Commissioning of 6 brand new MR tankers built to the latest specification to make them safer and environment friendly



# 01

## WHO WE ARE

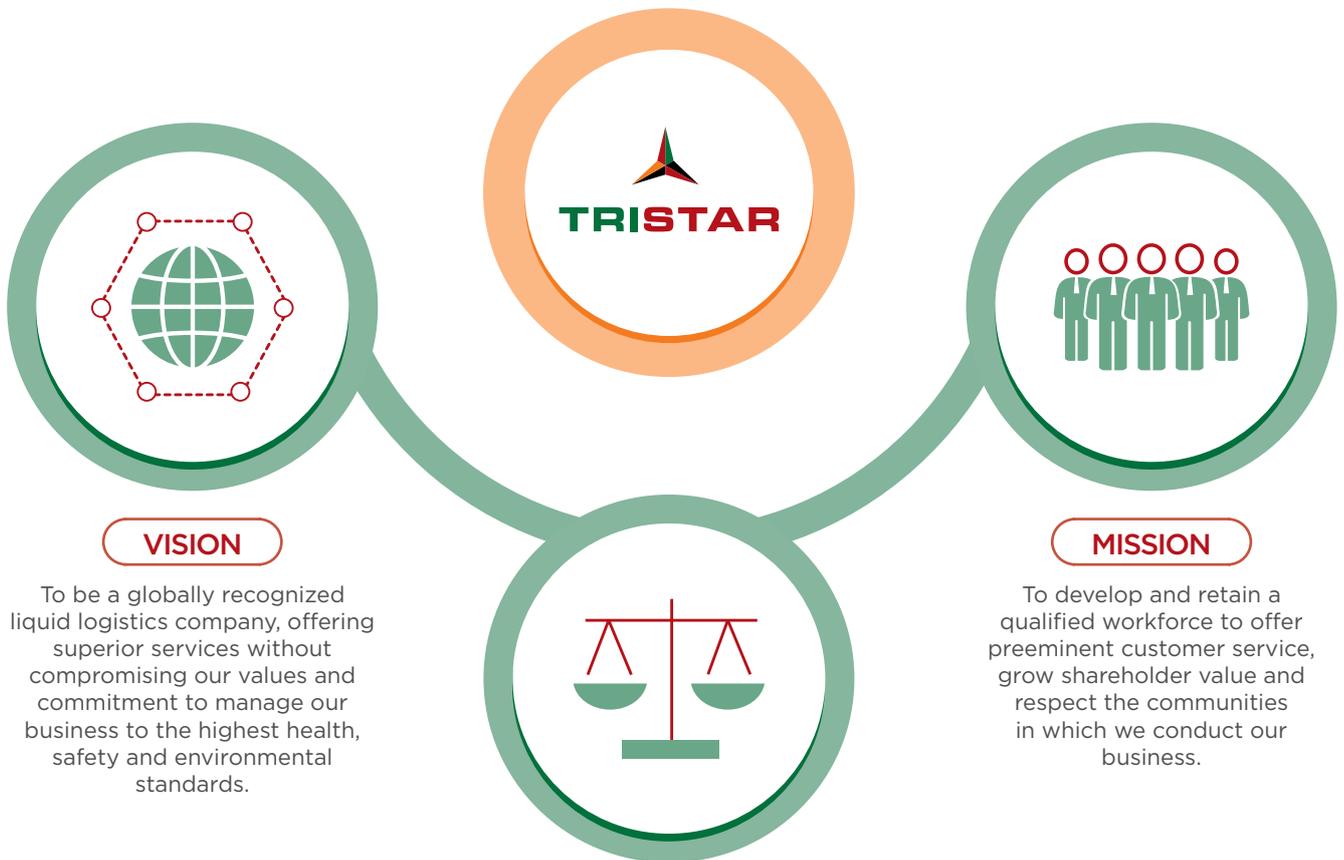
*Tristar is a leading international liquid logistics solutions provider.*



We offer a comprehensive list of services to cater to the needs of petroleum and chemical industries, both in the region and globally.

Our core expertise lie in handling hydrocarbons, lubricant, chemicals and industrial gases. With operations that span across more 16 countries we use a systematic approach towards conceiving and executing customized solutions. We provide one-stop shop kind of solution with dedicated facilities including but not limited to road transport, warehousing, ship owning and chartering, fuel farms, turnkey fuel operation, into plane aviation refueling, chemical distribution, polymer bagging, drumming and ISO tank cleaning.

We recognize the responsibility that comes with managing complex oil and gas operations around the world, and we understand the gravity of potential consequences of failing to operate safely. Keeping people and assets safe and being good stewards of the environment are paramount to running our business. 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. Our operations strive to create and foster good relations with local communities by providing basic education amenities, creating opportunities and building trust.



**VISION**

To be a globally recognized liquid logistics company, offering superior services without compromising our 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 preeminent customer service, grow shareholder value and respect the communities in which we conduct our business.

**CORE VALUES & BUSINESS PRINCIPLES**

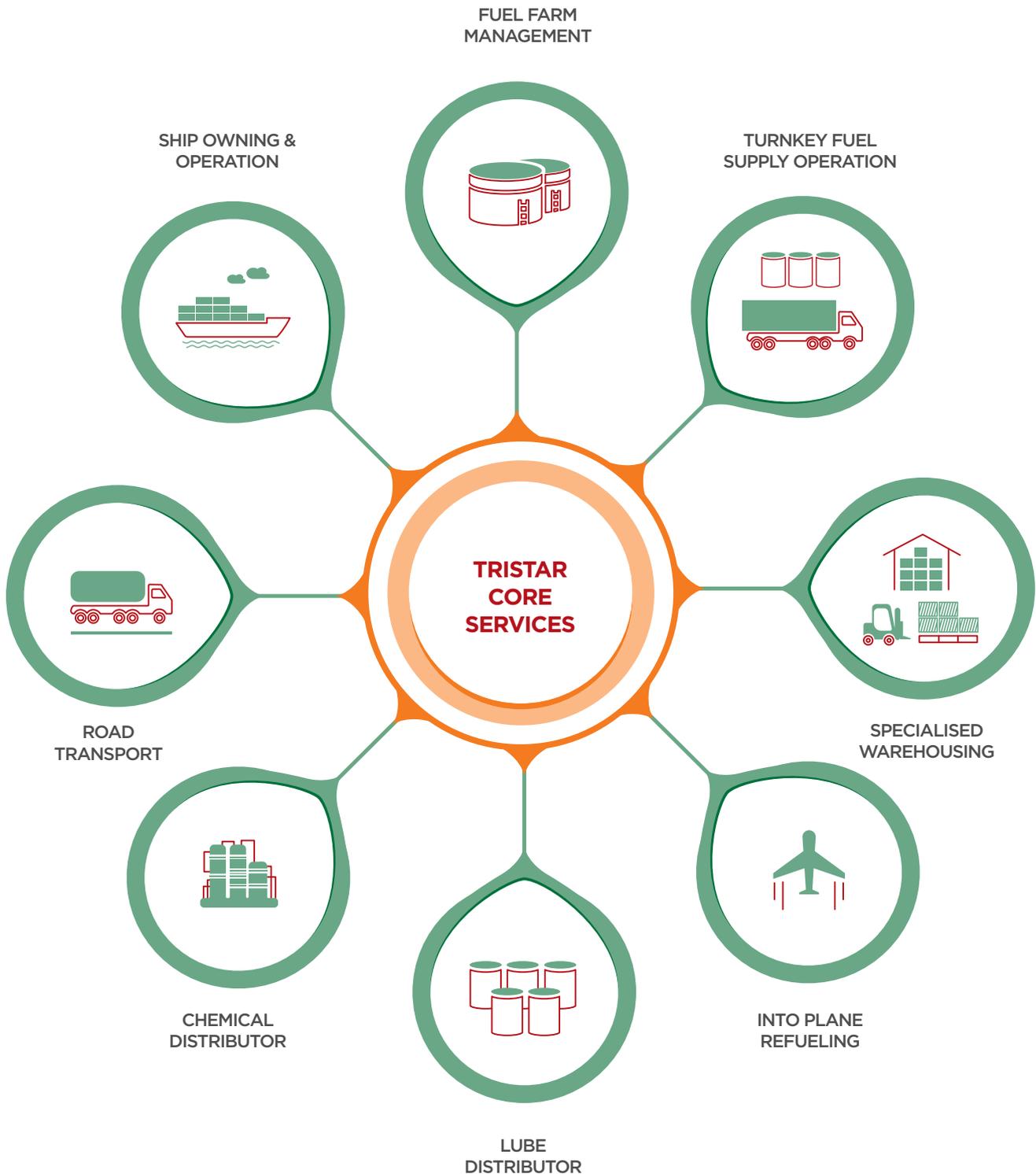
- We believe in honesty, integrity and fairness in all aspects of our business.
- We shall respect the rights of our employees, while also providing good and safe working conditions for them.
- We shall conduct our business in a socially responsible manner consistent with local regulations as deemed fit for a good corporate citizen.
- We shall win and develop the loyalty of our customers by offering prompt, reliable and preeminent services.
- Never say “No” to our customers.
- We shall develop good business relationship with our suppliers and maintain long-term relationships with them.
- We shall not encourage any untoward payments, while conducting our business.
- We shall protect the investments of our shareholders and work toward providing them acceptable returns.

The adoption of best practices is at the core of the company's business strategy. Year-on-year, we have implemented best practices, learned from business partners worldwide in the areas of safety, quality, sustainability and service excellence.

It is our mandate to drive our business with the highest ethical standards and socially responsible manner while

giving back to the communities where we operate. We take our responsibilities to our people, to society and to the environment very seriously, and align all our activities with the relevant legal and international standards. In 2011, we signed with the United Nations Global Compact which is a set of principles covering human rights, labor, environment and anti-corruption. As a major logistics provider we are

aware of potential dangers on the road. We have therefore initiated several road safety awareness campaigns in collaboration with authorities and experts for our own drivers as well as the business community and society at large. We are also conscious of our carbon footprints and are positioning the company to gradually and efficiently reduce its emissions.





**Operating Responsibly**

- Fully integrated logistics solution provider.
- Our services are part of society's everyday need.
- Our logistics business transports commodities to the places that need them most.
- We operate in a few conflict-heavy countries to support organizations working to keep the peace.



**Delivering Value to Our Host Regions**

- We bring lasting benefits to the communities where we operate.
- We create value through local employment, procurement and training.
- We make significant payments to governments through taxes and other levies.
- We invest in health, safety and development of our staff, suppliers and communities within.



**Providing Essential Services**

- Safety is our top priority.
- We assess and mitigate environmental risks.
- We abide by the law and UNGC 10 principles.
- We win hearts and minds of our customers.
- We protect shareholders' investment.
- We collaborate with stakeholders and local communities.

**UAE - HQ** (Transport, Warehouse, Shipping & Chemical Distributor)

**PAKISTAN** (Transport)

**QATAR** (Transport & Warehouse)

**OMAN** (Transport & Shipping)

**KSA** (Transport & Warehouse)

**KUWAIT** (Transport)

**SOUTH SUDAN**  
(Turnkey Fuel Supply & Aviation)

**HAITI**  
Turnkey Fuel Supply & Supply Farm

**GUAM**  
(Fuel Farm Management)

**LIBERIA** (Transport & Aviation)

**KENYA**  
(Transport & Lubricant Distribution)

**CAR** (Turnkey Fuel Supply)

**MAURITIUS** (Shipping)

**DR OF CONGO** (Turnkey Fuel Supply & Fuel Farm)

**UGANDA** (Transport)

**TANZANIA** (Transport)



# 02

## STAKEHOLDER ENGAGEMENT



*Developing and maintaining mutually beneficial relationships with a broad range of stakeholders, who are directly or indirectly influenced through our services and operations, is fundamental to our business success.*

We understand that stakeholders have high expectations in us and we are determined to remain a safety-conscious and responsible employer, neighbor, partner and operator.

We believe that a constructive approach to engagement, regardless of stakeholders' views, is essential. We conduct a materiality assessment to establish what is material to our annual sustainability reporting. This ensures that our approach towards sustainability reporting is a true reflection of the needs and expectations of interested parties and the external environment.

This reporting year we also engaged with our internal and external stakeholders to gauge their views. We obtained stakeholder feedback in a variety of ways including town hall meetings, board meetings, one-on-one discussions, surveys, conference, industry forums, and emails, among others. This open-door approach on stakeholder engagement supports our commitment to building transparent and constructive relationships with our partners in order to deliver sustainable services.

Across our global activities, we continued to actively engage with stakeholders for common issues, for example: in several areas of our operations, we worked to promote road safety through our 6S Golden Road Rules campaign. We value our relationship with stakeholders and will continue to create value for them.

Integrated sustainability thinking is a key driver towards the achievement of our strategic objectives. This means managing the social impacts of our business and ensuring integrity of human and labor rights within our sphere of influence in the supply chain. We monitor risks and opportunity factors in the field of sustainability management, such as global policies, regulation trends, changes in the business environment and an analysis of prospects. As per the theme of this report **"Making Sustainability a Lifestyle"** we shall continue to fulfill social needs and further improve our sustainability efforts.

# STAKEHOLDER IMPACT AREAS

## Employees



- Job security
- Occupational health and safety
- Diversity and equal opportunity
- Employees' benefits
- Career development
- Local hiring
- Work-life balance
- Job satisfaction

## Customers



- Customer satisfaction
- Safety and compliance
- Customer privacy
- Cost efficiency
- Business continuity
- Automation/ Digitalization
- Innovation

## Suppliers



- Economies of scale
- Value for money
- Transparency
- Long term contract
- Local purchases
- Health and safety

## Legal Authorities



- Compliance and governance
- Occupational health and safety
- Labor standards
- Contribution to the economy
- Public private partnership

## Shareholders



- Corporate governance
- Financial sustainability
- Economic and social stability
- Brand image
- Occupational health and safety

## Media



Tristar initiatives in the area of sustainability as key input for regional and local news items

## Non-Governmental Organizations (NGOs)



- Impact on environment
- Financial/non-financial support
- Community development

## Communities/ General Public



- Emissions
- Water
- Energy
- Effluent and waste
- Job creation
- Security in high risk countries
- Community programs

# MATERIAL ASPECTS FOR 2016



## HUMAN RIGHTS

Communities  
 NGOs  
 Legal Authorities  
 Media



## LABOUR RIGHTS

Legal Authorities  
 Employees  
 Suppliers  
 NGOs



## OCCUPATIONAL HEALTH & SAFETY

Employees  
 Customers  
 Suppliers  
 Shareholders  
 Legal Authorities



## ENVIRONMENTAL COMPLIANCE

Legal Authorities  
 Media  
 NGOs  
 Shareholders



## ECONOMIC PERFORMANCE

Communities  
 Customers  
 Shareholders



## PRODUCTS & SERVICES

Customers  
 Suppliers  
 Shareholders



## ENERGY

Suppliers  
 Shareholders



## EMISSIONS

Suppliers  
 Shareholders  
 Media  
 Communities  
 NGOs



## SOCIETY & LOCAL COMMUNITIES

Communities  
 NGOs



## INNOVATION

Customers  
 Suppliers  
 Communities



## COMPLIANCE

Legal Authorities  
 Shareholders  
 Customers



## TRAINING & EDUCATION

Employees  
 Customers  
 Suppliers  
 Communities



03

OUR SUSTAINABILITY  
FRAMEWORK

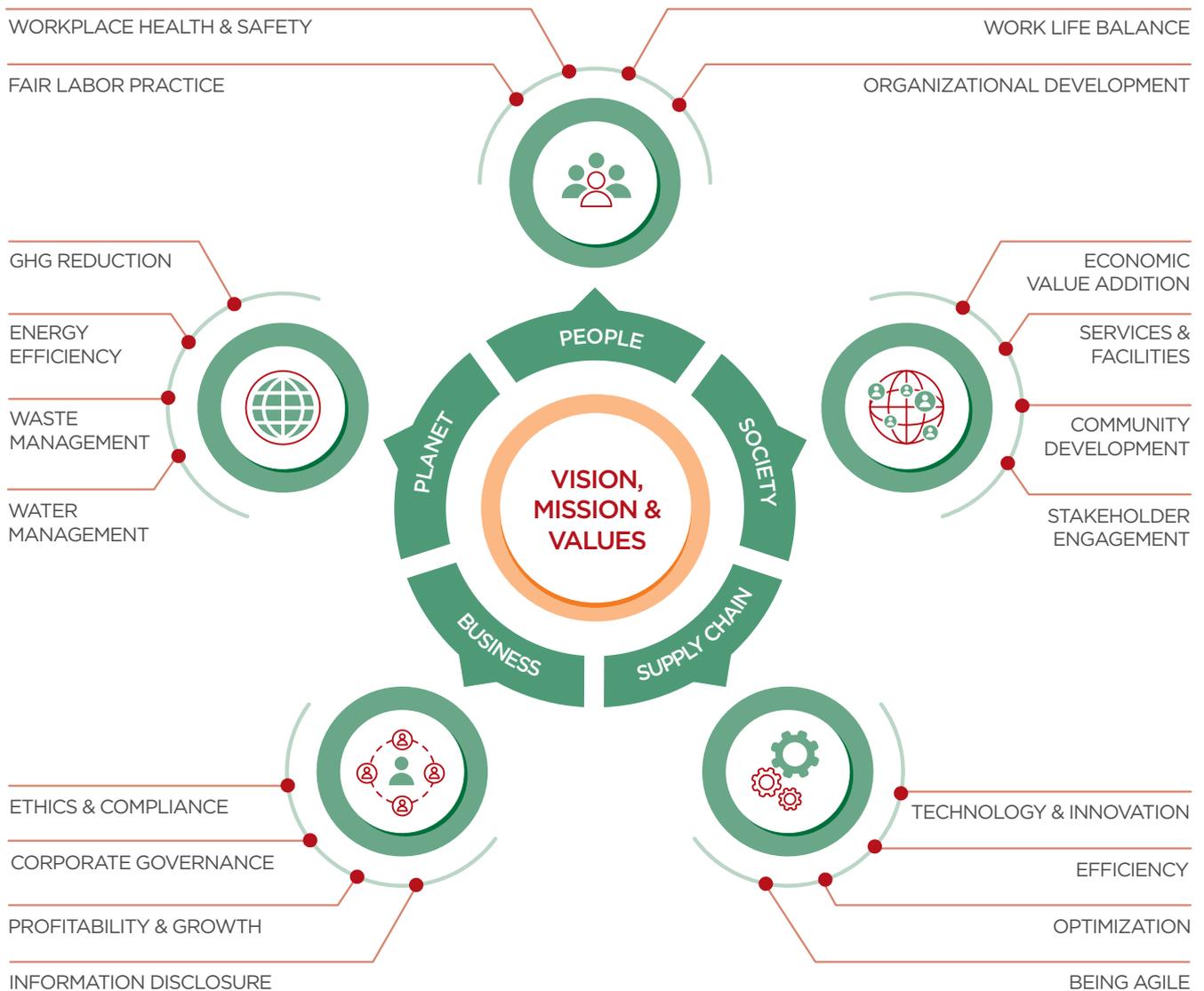


*At Tristar we define sustainability as putting our Core Values into action.*

These values place the highest priority on maintaining ethical standards, respecting the law, supporting universal human rights, protecting the environment, and benefiting the communities where we work. Our focus on sustainability is integrated into key business policies and processes which provide a standardized approach that enables us to identify and manage our safety, environmental, social and financial performance. We empathize with the direction of UN's Sustainable Development Goals (SDGs) and are determined to align our business activities with this framework. The 10 principles of the UNGC act as guidelines for our sustainability framework.

We aim to fulfill our social responsibility as a corporate global citizen as well as carry out business activities to protect shareholder value and deliver them reasonable returns.

We have formulated a framework to guide our approach to sustainability and have been reviewing it to address proactively the concerns of our stakeholders as well as enhance their well-being. Our engagement with stakeholders and our materiality assessment gave us insights into issues relevant to our business and to our stakeholders and identify possible areas of engagement.





# 04

## OUR PEOPLE

*With the changing times, Human Resource functions at Tristar are adapting with upcoming trends in the industry to cope with expectations of employees.*



We at Tristar believe that HR plays an important and strategic role in the way it shapes the future of the organization by harnessing its intellectual capital – its people!

As HR, we have to think about various ways to encourage people to connect, collaborate, debate, learn and ‘ideate’ from each other’s experiences. We are working towards capitalizing on e-learning modules with social features as they encourage cross functional learning and collaboration.

Though almost all HR processes still call for human intervention, digitizing some could prove to be helpful to both the organization and employees. Future trends and technological innovations are encouraging to say the least as they will standardize and simplify tedious HR processes like induction, leaves and reimbursements, to name a few.

*“Overall, 2016 was a year of moving away from the traditional ways of managing workforce. Moving forward we will see the rise of more flexible, networked way of functioning through the use of technology and above all innovative ways of retaining talent...”*

**Tina M. Katara**  
Group HR Manager

Digitization clearly associates itself with the overall business goal of an organization, as it implies that HR is not an administrative function but is accountable for delivering more strategic and revenue driven results.

Training and skills development comprises a broad range of activities at Tristar, including formal and informal training, job-rotation, traditional classroom courses. Induction training for newly recruited people is done by the use of online portals like the Tristar Intranet and Tristar Planet.

The importance of training is stressed by a growing gap between existing competencies and skills and those competencies and skills that are required to meet future challenges. Evaluation of the outcome of the training activities is also done by a gap analysis and a description of how to close the gap.

Our focus will be on e-learning as it offers possibilities of training that are less restricted by space and time and which can be used for both general training or more specific purposes or for specific groups of staff in our regional offices. It also has potential for use across countries since the same e-learning can be developed at relative low costs compared to traditional training.

# TRISTAR DIVERSITY OVERVIEW 2016



**767**

**UAE**

Afghanistan	3
Bahraini	1
Bangladeshi	34
British	1
Commorian	1
Emarati	2
Filipino	14
French	1
Indian	476
Indonesia	7
Nepali	22
Omani	1
Pakistani	187
Palestinian	1
South Sudan	1
Sri Lankan	14
Syrian	1



**214**

**SOUTH SUDAN**

Bangladeshi	6
Ethiopian	1
Indian	88
Kenyan	5
Nepali	6
Pakistani	2
South Sudan	106



**85**

**KUWAIT**

Bangladeshi	11
Egyptian	3
Indian	54
Kuwait	1
Nepali	4
Sri Lankan	12



**101**

**OMAN**

Bangladeshi	8
Indian	46
Omani	26
Pakistani	20
UK	1



**102**

**SAUDI ARABIA**

Indian	32
Jordanian	3
Nepali	3
Pakistani	52
Saudi	7
South Sudanese	5



**42**

**GUAM**

Filipino	4
FSM	2
Indian	2
PALAU	1
US	33



**45**

**CAR**

Comorienne	1
Indian	41
Kenyan	1
Nepali	2



**21**

**HAITI**

Indian	19
Kenyan	1
Nigerian	1



**20**

**QATAR**

Indian	14
Nepali	5
Sri Lankan	1



**135**

**KENYA**

Indian	16
Kenyan	119



**3**

**CONGO**

Congo	1
Indian	2



**20**

**TANZANIA**

Indian	2
Tanzanian	18



**19**

**UGANDA**

Indian	17
Nigerian	1
S. Sudanese	1



**255**

**PAKISTAN**

Pakistani	255
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**7**

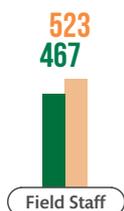
**LIBERIA**

Indian	6
Nepali	1

## TRAINING HOURS (UAE OPERATIONS)

■ 2015 ■ 2016

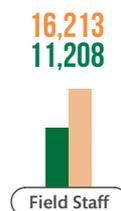
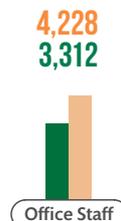
No. of Employees Trained



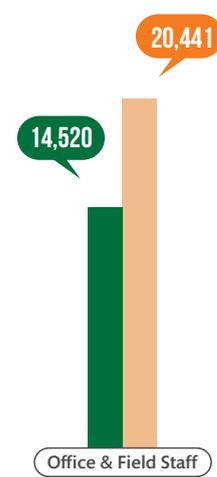
Average Training Hours



Training Hours



Total Training Hours



# CAREER PROGRESSION CASE STUDY



## *Tristar is an Equal Opportunity Employer.*

It is the policy of Tristar to recruit, hire and promote into all job levels, employees and applicants for employment without regard to race, color, religion, ancestry, national origin, age, gender, marital status, sexual orientation, disability or veteran status. These factors do not affect the way we administer personnel actions, activities or programs such as compensation, promotion, benefits or training, unless where so required by the local labor laws.

In support of our commitment to equal opportunity employment, Tristar regularly participates in

programs, both internal and external, which promulgate such policies and practices.

Rajeesh Mottukkante joined Tristar in November 2010. He started his career as a helper (non-administrative) and now has come a long way as Operations Assistant.

*"I started with Tristar as a helper in the yard. Then I was assigned to be an office boy for almost five years. I was given the opportunity to learn transport operations, basic computer usage and I also learned about billing activities which later on I was assigned to do*

*by myself. In the middle of 2016 I was assigned at customer operations in the night shift assisting the customer supervisor inside JAFZA. My good work was recognized and appreciated by my seniors and I was promoted to Operations Assistant."*

In October 2016, Rajeesh obtained his light vehicle license.

*"I would like to thank Tristar for helping me personally as well as professionally to achieve my goals. I will always be thankful to Tristar, to my manager and the seniors."*



# 05

## OUR ENVIRONMENT

*Water is at the core of sustainable development and is critical for human survival. Water use has been growing at more than twice the rate of the population increase in the last century.*



There is enough freshwater on the planet for seven billion people but too much of it is wasted, polluted and unsustainably managed. As per the United Nations factsheet around 1.2 billion people, or almost one-fifth of the world's population, live in areas of physical water scarcity. It is predicted that by 2025 about 1.8 billion people will be living in countries or regions with absolute water scarcity while two thirds of world population could be under stress conditions, particularly in the Middle East and North Africa.

As a responsible business with major operations in the Middle East and African regions, we understand business and environmental risks related to water scarcity and we are committed to promote efficient and effective water management initiatives among our business units. We have therefore implemented several initiatives to reduce water consumption during our routine operations.

In the UAE, we strictly follow a permit system for controlled usage of water for washing of our fleet which is a major source of our water consumption. The permit system helps to regulate and reduce water consumption used to wash heavy vehicles. We have also invested on a fully automated vehicle washing system with the latest technologies to reduce water consumption and reuse waste water after treatment. Further initiatives that supported our water reduction achievements include various awareness sessions

on water conservation in work areas, offices, kitchen, washrooms and staff accommodation. We have also installed flow meters at various usage points to analyze monthly consumption trends and take necessary measures.

In the Pacific island of Guam our team 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 slop 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.

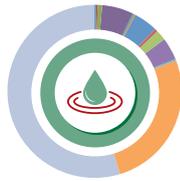
Other environmental initiatives for the group included tyre retreading, use of vehicle GPS system and Journey Management to economize fuel consumption, staff carpooling, site remediation program (Africa operation), induction of new vessels in shipping division with lower fuel consumption, use of skylight and natural ventilation in warehouses to save energy, zero catastrophic/major/moderate environmental incidents, tree plantation, use of ultra-low sulfur diesel (in UAE, use of responsibly produced papers for printing in UAE operations) and more.

We remain committed to minimize our environmental footprints while creating value for the society.

# ENVIRONMENTAL DATA 2016

2015 2016

## GLOBAL OPERATION CONSUMPTION



WATER

134,700 KL



ELECTRICITY

2,459 MWH



FUEL

12,588 KL

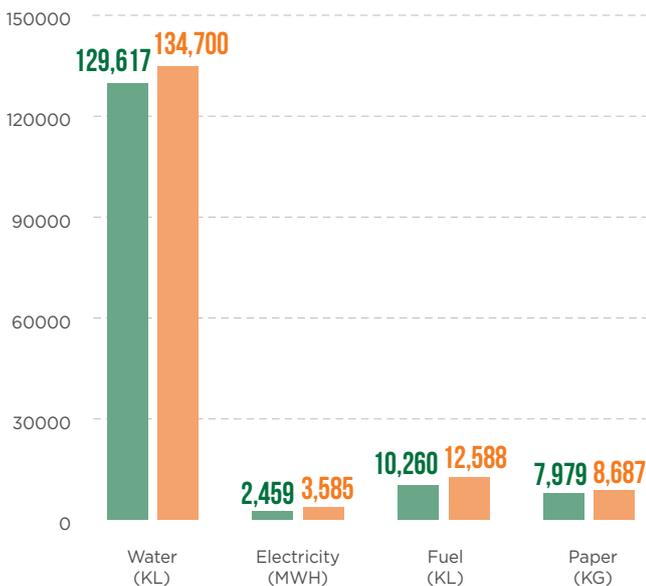


PAPER

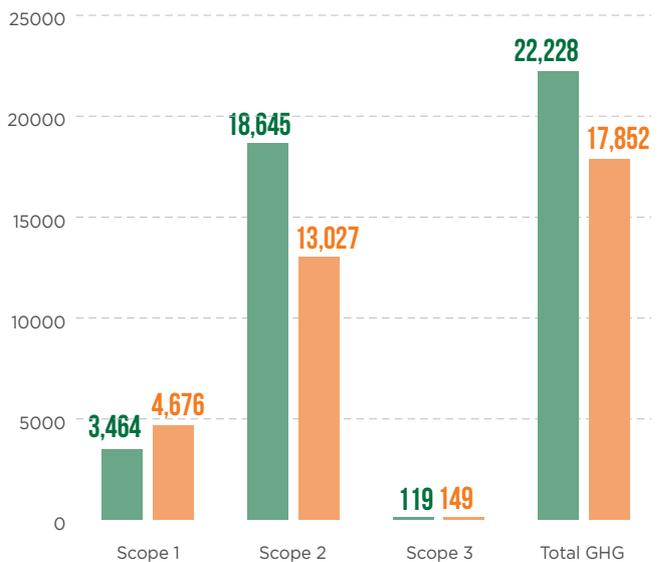
8,687 KG

	2015	2016	2015	2016	2015	2016	2015	2016
Uganda	N/A	480	N/A	7	7	11	395	125
KSA	360	550	21	24	1,063	1,488	72	90
Qatar	1,200	904	47	44	198	204	144	195
CAR	2,030	8,150	945	216	301	536	361	450
Tanzania	N/A	150	N/A	17	N/A	226	N/A	16
Kenya	0	420	14	24	1,500	1,320	240	140
South Sudan	N/A	5,970	N/A	N/A	866	876	1,500	121
Kuwait	1,243	960	N/A	N/A	1,114	1,047	150	125
Oman	274	2,542	171	90	8	8	280	275
Guam	3,901	5,392	418	417	67	61	352	305
Pakistan	370	425	28	36	39	40	30	33
UAE	38,639	35,299	1,897	1,333	4,918	6,614	3,375	5,952
Haiti	81,600	73,458	39	250	178	158	1,080	860

## OVERALL ENVIRONMENTAL PERFORMANCE



## TRISTAR UAE - GHG DASHBOARD (EMISSIONS IN TONS CO<sub>2e</sub>)



Scope 1 Direct emissions from UAE sources owned and operated by Tristar  
 Scope 2 Indirect emissions through purchased electricity and water  
 Scope 3 Emissions arising from waste disposal process

# TRISTAR'S ECO-FRIENDLY GREEN BUILDINGS

## CASE STUDY



*We are looking at Tristar to go into eco-friendly infrastructure facilities as we believe the future is green. As part of our commitment to switch over to eco-friendly infrastructure facilities, we had launched the operations of resource efficient green buildings in 2016.*

This includes our newly commissioned multifunctional petrochemical facility in Jebel Ali Free Zone (JAFZA) and complete revamping of our existing warehouse in Jebel Ali Industrial Area, Dubai.

As an initiative toward sustainable development, the design and construction of both projects were aligned with the Leadership in Energy and Environment Design (LEED) rating system by the U.S. Green Building Council. Such buildings are resource efficient and use less water and energy, leading to reduced carbon footprints. There are four different LEED rating levels namely Certified, Silver, Gold and Platinum; while we have targeted Gold level for both projects. From the design, construction material and operation of these facilities it is ensured they remain resource efficient.

Both project designs comply with the relevant mandatory provisions

of ASHRAE (American Society for Heating, Refrigeration and Air-conditioning) standard. Heat recovery wheels with efficiency of 70%+ for Fresh Air Handling Unit (FAHU) are installed at the facilities to target energy savings.

FAHU's are provided with airflow measurement devices to monitor fresh air supply. Regulated lighting levels for interiors and automatic daylight controlled areas within warehouse contribute further to the energy saving. Low flush flow sanitary fixtures installed at the facilities meet minimum plumbing requirements of the building, thereby reducing daily water consumption.

Solar water heating technology is used for domestic hot water requirements. HVAC and refrigeration systems of the green facilities are with non-CFC refrigerants and zero Ozone Depleting Potential (ODP). Each light fixture, electrical appliance, sanitary ware

and cooling units used in the building have approved rating. Establishment of no smoking policy within project building supports the air quality. We also encourage employees to seek for alternative transportation and to support this, four bicycle racks and one carpool parking bay are provided at the facilities. Waste segregation and waste management strategies are in place at both facilities to collect and recycle different sources of waste. The Effluent Treatment Plant (ETP) is designed to treat effluent water to reusable standard thereby not only reducing hazardous waste but also water consumption in our operation.

Despite sizable amount of investment in both projects we believe there is business case for Tristar to go further into eco-friendly infrastructure facilities as we believe the future is green.



**REGULATION**

LAW

COMPLIANCE

**06**

**CORPORATE GOVERNANCE**



*Corporate Governance is a framework of rules and practices by which a company is directed and controlled.*

It essentially involves managing the business with a Code of Ethics, ensuring regulatory compliance, overseeing policy matters and balancing the interests of stakeholders such as employees, shareholders, customers, suppliers, financiers, government and the community.

Since its inception in 1998, Tristar is committed to maintain a culture of ethical behavior and compliance in line with our Core Values and Business Principles. Our aim is to demonstrate a good corporate governance approach in our journey to excellence.

Our **Group Chief Executive Officer (GCEO)** drives the general management and controls the business affairs of the company. As a member of the Board of Directors, he shares the executive role with four senior executives of the parent company. They meet periodically to discuss strategy, approve budgets, review financial results and develop the roadmap.

Tristar has a well-established organization chart for the diversified business in all 16 countries in which we operate. There are four distinctive Business Lines which are headed by General Managers including Road

Transport & Warehousing, Shipping, Fuel Farm, and Turnkey Operations. A Country Representative is in-charge of the business as well as operations in each jurisdiction who in turn reports either to the Head of the particular Business Line or to the GCEO.

The Group Chief Administrative Officer (GCAO) heads support functions including HR, IT, Business Excellence, Corporate Communications and Procurement. Matters related to Sustainability, including health, safety, environment, quality, CSR and the socio-economic impact of Tristar come under the purview of the Chief Sustainability Officer (CSO), who coordinates with relevant stakeholders and international organizations on key sustainability matters.

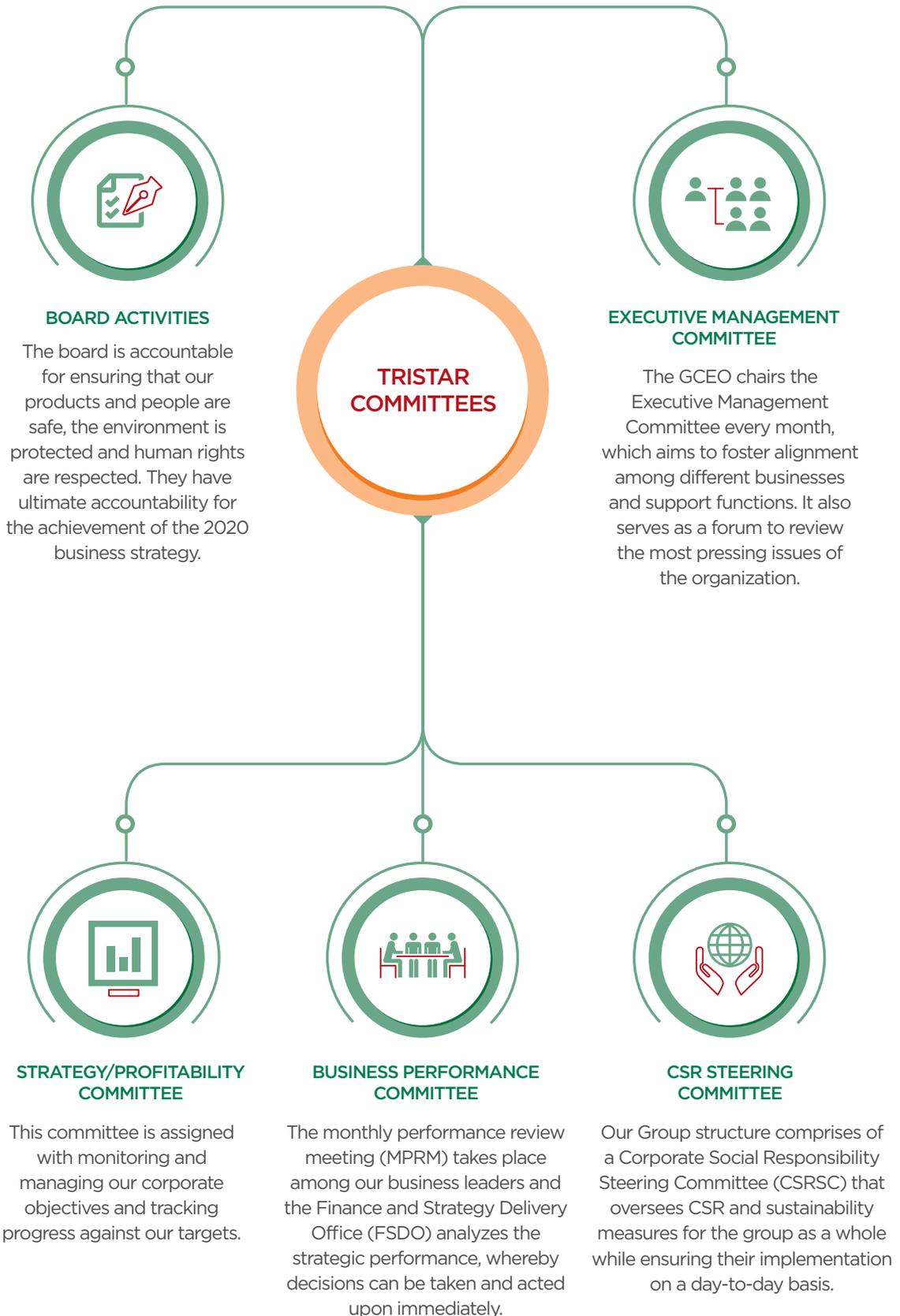
We have a well-established Finance Department which manages the entire process of budgeting, monitoring, analysis and reporting of financials for each entity using the Enterprise Resource Planning (ERP) System. We are subject to external financial audits at the end of every year while internal audits and customer audits happen across the year.

# ORGANIZATIONAL CHART



# TRISTAR COMMITTEES

In order to execute proper governance and to meet the expectations of our stakeholders, Tristar relies on a number of committees with each committee assigned to specific areas of our business ranging from the company's sustainability efforts, business strategy, financial reviews, and operational excellence to safety procedures.



# FINANCIAL PERFORMANCE

On the business front we have many success stories to showcase:

- Tristar recorded a 16% growth in EBITDA over 2015
- Completed a first time business acquisition
- Awarded two long turnkey fuel contracts in Liberia and Central African Republic
- Commenced building our own facilities in Abu Dhabi and Oman
- Commissioned a multi-purpose logistics facility in Jebel Ali Free Zone (JAFZA)
- Commencing construction of a manufacturing facility in Hamriyah Free Zone, UAE, for surfactants and Calcium Alkyl Benzene Sulphonate (CABS).

Notable among our accomplishments in 2016 was the acquisition of Abu Dhabi-based Emirates Ship Investment Company (Eships) for USD 90 million in March 2016.

Low oil prices and a slowdown in the global economy remained our key business challenge for 2016. General slowdown in KSA, a key market, the ongoing civil war in South Sudan, and the strong US dollar have been some of the major challenges that have put pressure on our performance in 2016.

Our focus will be to successfully execute two major turnkey fuel contracts secured in Africa and to grow our shipping revenues to make ship owning

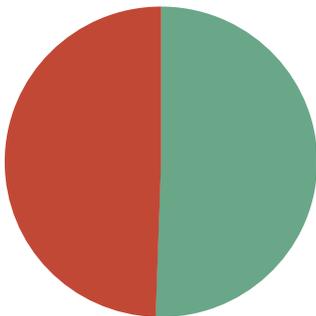
and operations a major contributor to group revenues. Over and above this, our efforts are on to crystalize aviation projects in Africa that will support developing and growing our aviation business in the continent. We will be looking to commission fuel storage facility in Haiti in Central America in the near future.

Global projections for 2017 indicate that the challenging economic environment will prevail. By embracing our 2020 strategy, we remain committed to grow shareholder value and converting those challenges into opportunities.

## GROUP FINANCIAL HIGHLIGHTS (USD)

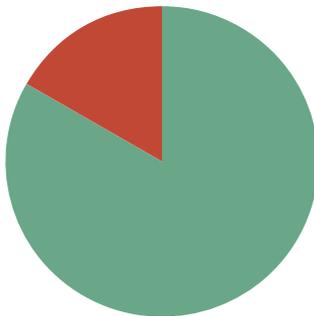
■ 2015 ■ 2016

DIRECT ECONOMIC VALUE GENERATED



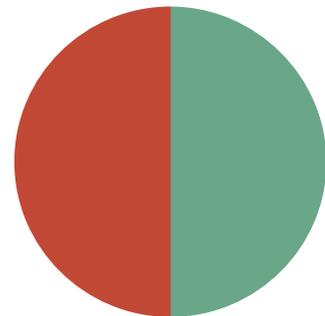
309.1      314.8

PAYMENT TO GOVERNMENT'S



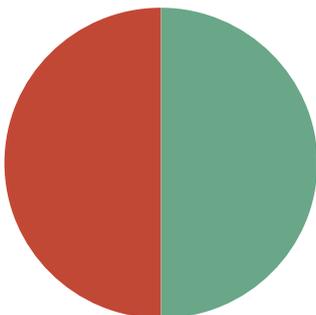
3.1      15.3

EMPLOYEE WAGES & BENEFIT



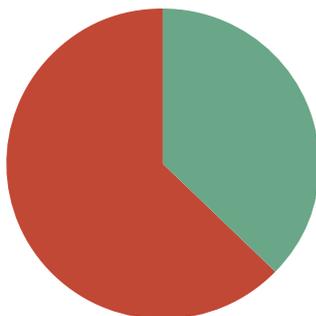
40.5      40.2

COMMUNITY INVESTMENT



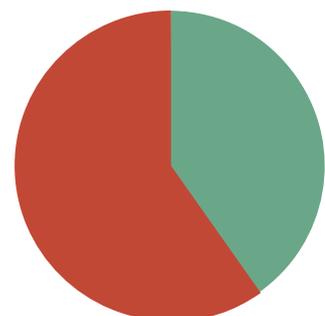
0.1      0.1

OPERATING COSTS



201.5      338.9

ECONOMIC VALUE RETAINED



57.4      38.3

# TRISTAR ACQUIRES ESHIPS IN USD90 MILLION DEAL

CASE STUDY



*Notable among our accomplishments in 2016 was 100 percent acquisition of Abu Dhabi-based Emirates Ship Investment Company (Eships) also known as Eships from Egon Oldendorff GmbH & Co. KG, a company of the Oldendorff Group for USD 90 million in March 2016.*

This was a first time acquisition for Tristar and was recognized as the 'Deal of the Year' at the annual Seatrade regional shipping awards in October 2016.

Under the terms of this deal, Tristar acquired a fleet of seven ocean going chemical tankers which includes two LPG tankers under long term time charter to an oil major. These vessels will be phased into the company's existing fleet and then fixed out long term in line with company policy.

*"Oldendorff has made a strategic decision to focus on the dry cargo shipping business and is very pleased*

*to have found a good new home for ESHIPS and its employees with Tristar. Tristar has a long term perspective and will now take ESHIPS forward and develop it as a tanker company."* stated Peter Bagh, COO of German dry bulk owners Oldendorff Carriers.

In a related move Tristar has taken the delivery of its six brand new 50,000 MT clean petroleum product tankers from Korean builder Hyundai Mipo Dockyard at cost of USD200 million. Later in the year Tristar also acquired two more MR tankers and chartered to an oil major for a 5-year period. By end of 2016, the group owns a fleet of 22 vessels which include MR tankers,

chemical carriers, LPG carriers, as well as coastal oil tankers and supply boats.

The acquisition of ESHIPS will further strengthen Tristar's international operations in line with our vision to be a globally recognized liquid logistics company.

*"This acquisition is a perfect fit to our longer term plans to diversify revenue and make ship owning an integral part of our strategy to build a fully integrated liquid logistics business."*

**Eugene Mayne**  
Group CEO of Tristar



# Lloyd's List Middle East & Indian Subcontinent Awards | 2016

Maritime Intelligence | Informa



# 07

## OUR SOCIETY

*Creating value for society is an integral element of our sustainability vision.*

We contribute to local communities through jobs, talent development, knowledge transfer, taxes, purchases, investments, charitable giving and employee volunteerism. Since its establishment in 1998 Tristar has been initiating various community outreach programs focusing on health and safety, education and environmental protection.

Every year Tristar celebrates World

Environment Day (WED) and in 2016 most of the overseas locations, particularly our African operations, conducted an awareness campaign on the illegal trade of wildlife which was the WED theme for the year.

The CSR initiatives by the company were recognized with three awards which were all handed over during the last quarter of 2016 to our headquarters in the UAE.

Below are highlights of our projects and regular programs launched across the Tristar Group during the reporting year:

**GLOBAL NETWORK**



Tristar Uganda has symbolically celebrated WED by visiting a wildlife park while most of the overseas locations planted trees which has been a practice every June.



Tristar Guam took part in the annual Adopt A School program and refurbished Captain B. Price Elementary School in Mangilao, Guam. For three days, August 6, 7 and 13, Tristar volunteers repainted various areas such as hallways, sidewalks, fences, and the parking lot. In addition, they cut the grass around the campus in preparation for the 2016 school year opening.



Tristar Haiti brought cheers, distributed toys and served refreshments to needy children in a Christmas gathering organized by OAPA-NGO. The country suffered heavily from the devastation left behind by Hurricane Mathew in the first week of October.



Tristar Pakistan team continued their partnership with the National Highway Authority and Motorway Police to organize road safety camps for commercial drivers in Karachi.



Tristar Oman team had set up an information booth at the International Maritime College Oman in Sohar on April 24<sup>th</sup> during the exhibition on 'Human Capital Trends in the Maritime and Logistics Sectors in the GCC'.



The shipping business organized a full scale oil spill emergency drill on June 16<sup>th</sup> off the Port of Fujairah with authorities, ship management partners and charterers in preparation for any unforeseen situation in the near future. They also organized the annual Shipping Safety Day on December 4<sup>th</sup> gathering of ship crew, officers, ship management partners, charterers and Tristar management.

UAE

Tristar has supported the pedestrian safety awareness campaign of Dubai's Roads and Transport Authority (RTA) by hosting the kick-off drive at its labor accommodation in Jebel Ali Industrial Area No. 3 on February 26<sup>th</sup>.

Six labor camps near the Tristar building also supported the campaign by sending their workers to collect Pedestrian Safety handbooks which were printed in English, Arabic, Hindi and Urdu. The participants also received free medical check-up from an event co-sponsor medical company.



Tristar celebrated World Blood Donor Day on July 21<sup>st</sup> in collaboration with the Dubai Blood Donation Centre of the Dubai Health Authority. The year's theme was 'Blood connects us all', highlighting the common bond that all people share in their blood. According to the World Health Organization, blood is the most precious gift that anyone can give to another person – the gift of life.



Tristar has committed to fund the activities of Al Jalila Foundation for five years. Tristar Group CEO Eugene Mayne signed an agreement with Dr. Abdulkareem Sultan Al Olam, CEO of the foundation, and witnessed by Sulaiman Baharoun, Senior Fundraising Manager of the foundation.

Al Jalila Foundation promotes medical education and research by investing in the UAE's medical treatment capabilities; it provides scholarships to nurture a home-grown generation of medical professionals and supports ground-breaking research that addresses health challenges prevalent in the region. The foundation is fully funded by the generosity of donors. 100% of funds donated to Al Jalila Foundation are invested into medical research, education and treatment in the UAE.





Tristar in partnership with Dubai Chamber's Center for Responsible Business (CRB) and the Royal Society for the Prevention of Accidents or (RoSPA) conducted a seminar on 'The Role of Leadership in Fleet Safety

Management' at the Dubai Chamber building on October 25<sup>th</sup>.

The seminar supported by Tristar provided business leaders and managers the knowledge and skills

as well as best practice and advice to help and to develop strong road safety culture in their respective organization. It also helps individuals who drive to work and to understand the influence they have on driver behavior.



Tristar provided logistics support to the Emirates Environmental Group (EGG) for its Can Collection Drive 2016 held

across the UAE. Tristar volunteers were assigned to weigh, record and load cans brought by companies, schools and

individuals at the Al Barsha Pond Park on October 29<sup>th</sup>.

**CSR AWARDS**

The Tristar Group's corporate social responsibility (CSR) initiatives received three different awards during 2016.



On October 24<sup>th</sup>, Tristar received the Maritime Standard Awards for its projects in the UAE, Pakistan, the Pacific Island of Guam and Haiti which are focused on road safety, education, health and the environment.



Tristar won the Partnerships and Collaboration Category award given by the Arabia CSR Network on October 20<sup>th</sup> for Tristar's 'Let's go home safely' road safety campaign before senior high school students in partnership with UK-based Royal Society for the Prevention of Accidents (RoSPA).



On October 26<sup>th</sup> Tristar received the CSR Label certificate from Dubai Chamber, The CSR Label has been designed to provide a diagnostic model, as well as a learning and development tool that will help companies define and improve their CSR strategy, related policies, and management practices. This is the second CSR Label awarded to Tristar.

# HURRICANE MATTHEW CASE STUDY



*Matthew wrought widespread destruction and catastrophic loss of life during its journey across the Western Atlantic, including parts of Haiti, Cuba, Dominican Republic, the Lucayan Archipelago, the southeastern United States, and the Canadian Maritimes.*

Tristar was awarded a Turnkey Fuel Operations contract for fuel supply service to the peace keeping mission in Haiti, Central America.

Tristar inaugurated its service in April 2012 in Port-au-Prince followed by other regional fuel sites in the island.

In October 2016, Haiti was hit by a Category 5 Atlantic hurricane codename Matthew. Category 5 is termed as “catastrophic” having wind speed above 155 mph and causing complete roof failure on many residential and industrial buildings. Collapse of many wide-span roofs and walls, especially those with no interior supports, is common. The aftermath of the Category 5 hurricane also includes the destruction of vegetation

and major roads, and the flooding of homes.

Tristar Haiti Team upon monitoring the movement of Matthew from weather alerts positioned all vehicles, fuel trolleys and other loose items in a safe place to prevent them from being blown away. When Matthew had passed there was very minimum damage to Tristar assets in all fuel sites in the island. Fuel demand and consumption at Jeremie region where Tristar has a fuel site abruptly increased three times which Tristar was able to manage without any single failure.

Tristar was the first contractor to move diesel and jet fuel trucks to Jeremie region without waiting for

external support in order to supply the unforeseen fuel demand by the peacekeeping mission and its agencies.

The Tristar team also moved equipment and fuel stock to other regions of Les Cays and Miragoane where the impact of the hurricane was heavy.

The proactive actions were appreciated by the peacekeeping mission’s top officials with the head sending a commendation letter to the team for ‘their exceptional support’ and observed that Tristar ‘continued to deliver vital supplies of fuel throughout the Mission.’



# 08

## OUR OPERATIONS

*Keeping people and assets safe, and being good stewards of the environment are critical to running our global operations.*



We recognize the responsibility that comes with managing complex oil and gas logistics operations and our commitment on achieving zero incidents. The charter through which we manage our operations is called Health, Safety and Environment (HSE) Management System, which emphasizes occupational safety, risk management, emergency preparedness and environmental performance.

Throughout 2016 we continued to develop a strong safety culture to deliver superior safety performance by having dedicated and engaged leadership working with a committed and skilled workforce. Overall, HSE performance was strong through 2016 with reductions in serious incidents and workforce recordable injuries.

An increased focus on leadership visibility, frontline supervision, safety ownership, intervention, barrier thinking and HSE online reporting with our intense focus on prevention continued to enhance our safety performance. A key highlight was the formation of Global HSE Committee which comprised of country heads

from various operations under the chair of Group CEO to meet and review HSE performance at strategic level.

The Tristar Group celebrated its annual Safety Day on March 1<sup>st</sup> with the theme: **Zero is Possible**. The head office in Dubai, UAE, together with its 15 overseas locations, simultaneously conducted a town hall meeting with customers, suppliers, regulators, corporate neighbors and community institutions wherein various safety issues were discussed. An interactive session was held with three different groups (operations, workshop and warehouse teams) which came up with action plans on how materialize the theme in their respective areas.

Throughout 2016 Tristar continued to invest heavily into education and awareness campaigns for their employees in a push to reduce accidents. One of the global gas companies recognized Tristar for "10 years in partnership and more than 6 million km's accident free."

Our Bangui operation in Central African Republic also conducted a full

scale fire drill in March 2016 at the Bangui depot. While the Tristar fire commander contained the imaginary situation through timely evacuation and attending injured staff, combat team from Senegal Fire Wings reached the site and took control of the fire.

In April 2016 a team of safety and quality specialists from a state-owned company, a global leader within the chemical and petrochemical industry, conducted an audit of Tristar Qatar in line with their Responsible Care Global Initiative. As per report the auditors were convinced of the existence of a fully functioning HSE management system and assurance on its reliability.

Tristar operations in Oman also received multiple recognitions from a global oil company during their hauliers' meeting in Oman. Tristar UAE operations were named Best Business Support while Tristar Oman operations received Most Creative and Improved Haulier; Best Support in Road Transport; Best Practice; and Best HSE Support.

In February 2016 a full scale mega emergency drill was conducted at the head office in Jebel Ali in Dubai with Dubai Civil Defense, police and ambulance. The HSEQ Department activated fire alarms and called authorities for actual response on a scenario involving a petroleum tanker fire. Internal coordination from Tristar emergency team and response from authorities was timely and effective to bring entire situation under control within less than an hour.

Tristar operations in Haiti organized trainings in Port-Au-Prince depot. First was the HSE Refresher Training followed by the Aviation Refresher Training. Two faculty members from the UN Environment Compliance Unit and UN Fuel Unit delivered separate lectures on 'Environmental Compliance' and 'Safety Culture' at the HSE course which was attended by 25 ground staff.

Last year and the first half of 2016 have been a particularly challenging period for Tristar South Sudan as they had to operate in conflict-heavy country to support organizations working to keep the peace. Fuels and lubricants were being moved by Tristar Tankers, Barges and Pusher, along with the Landing Craft Trailers (LCTs), to support logistics need of peacekeeping missions. Notwithstanding the rainy season and interruptions due to the conflict, the projects for augmenting the storage capacities were completed in record time. In order to provide secure and comfortable accommodation to staff, the construction of a new facility at the Juba site was completed for Tristar supervisors and technicians. A two-day JIG International Training was also conducted in Juba by a safety consultant in June 2016. The training focused on Aviation Operations, Safety, Maintenance and Quality Control Management.

Tristar was awarded a Fuel Contract in Liberia, West Africa, for Ground Fuel Supply and Services. Operations commenced on June 1<sup>st</sup> on short notice with 35 sites located in and around the capital Monrovia and five outstations spread over Liberia, the farthest site being located 900 kilometers away from Monrovia. The World Health Organization declared in January 2016



the end of the most recent outbreak of the Ebola virus disease in Liberia and noted that all known chains of transmission have been stopped in West Africa.

Year 2016 witnessed the remarkable growth of the Tristar shipping business. In late 2013, Tristar reached an agreement with an oil major and placed a firm order worth USD 200 million for six new MR (50,000 MT) clean petroleum product tankers. Starting May 2016, Tristar took the delivery of first five brand new MR tankers with the sixth tanker in November 2016. Built to the latest specifications with an improved hull form design, the new tankers will operate with lower fuel consumption, making them environment friendly to operate. They are also fitted with additional fuel saving equipment such as Propeller Boss Cap Fins, New Profile Technology

Propeller and Trim Optimization System.

In March 2016 Tristar confirmed its acquisition of Abu Dhabi-based Emirates Ship Investment Company (Eships) from Egon Oldendorff GmbH & Co. KG, for USD90 million. Under the terms of the deal, Tristar acquired a fleet of seven ocean-going chemical tankers including two LPG tankers under long-term time charter to an oil major. This acquisition of Eships and the new building program, together with its existing coastal fleet, brought Tristar-owned shipping fleet strength to more than 22 vessels. With these acquisitions Tristar is expanding its investment portfolio in the Marine sector to diversify its business portfolio and to position the company as a major player in the clean product tanker segment.



# TRISTAR DRIVING SIMULATOR

## CASE STUDY



*Till date, most of drivers have successfully completed the advance modules of the Tristar-simulator course. The operations department of Tristar has observed an improved road safety behavior among drivers, as well as optimized fuel consumption, maintenance and tyre wear.*

As per World Health Organization (WHO) about 1.25 million people die each year as a result of road traffic crashes. Without sustained action, road accidents are predicted to become the seventh leading cause of death by 2030. Being a leading player in road transport business we understand the gravity of potential consequences of road crashes and are committed to give utmost importance to this subject through learning, coaching, adopting good practices and innovation.

Further to defensive driving training, RoSPA driver development course, and on road coaching of commercial drivers, in 2016 the organization introduced an innovative training module based on custom-built simulator. We selected one of the leading simulation companies being one of the largest manufacturers of Training Simulators. The simulator was highly realistic which is the replica of heavy vehicles on the road. The simulator is good for induction training, refresher training, and evaluation of existing drivers to sharpen their skills in the most scientific way. Some of the salient

features of simulator are:

- 180 degree visual display through 3 LED screens
- Mock Up Simulator Cabin with real cabin interiors
- Realistic Audio Queues for environment, engine, traffic, etc.
- 3D Electric Motion Platform giving realistic driving experience:
  - X Axis: Giving Motions of turns and tilts
  - Y Axis: Giving Motions of Accelerations and Braking
  - Z Axis: Giving Motions of jumps, etc.
- Each driving session is recorded and can be replayed by trainer to address mistakes committed by the driver
- Feature available for city driving, highway driving, hill driving and night time driving
- Selection of correct gear, speed, RPM and clutch application is also recorded

The simulator provides an actual animated road simulation from the company's Jebel Ali head office through UAE roads. The software is specially designed to give the feel of a loaded road tanker as this

requires special expertise and control by drivers. The simulator is also capable of creating different weather disturbances such as sandstorm, fog and even rain that drivers experience occasionally on roads. Drivers are also prepared to control their vehicles in case of tire burst which is part of the different simulations aside from the weather disturbances. The simulator has therefore become an effective and safe driving instruction mechanism as drivers experience a crash without being injured and damaging properties.

The simulator can also be used to test vision and color identification capabilities with advanced parameters to measure reaction time and decision making. Local language is key to effective training of drivers and this feature is built in the simulator with audio visuals in local language.

Initial score of driver as calculated by simulator is analyzed by driver trainer to focus on their improvement areas. Remedial trainings and re-tests are then conducted for those whose training results demand improvement in critical aspects.

# SUSTAINABLE DEVELOPMENT GOALS (SDG)

The Sustainable Development Goals (SDGs) is a set of 17 “Global Goals” to mobilize efforts to achieve the Sustainable Development Agenda by 2030. Spearheaded by the United

Nations and involving governments, businesses and civil society, the SDGs call for action by all countries to improve the lives of people everywhere. At Tristar we empathize

with the directions of the UN and we are determined to align our business activities with this framework on long term basis.

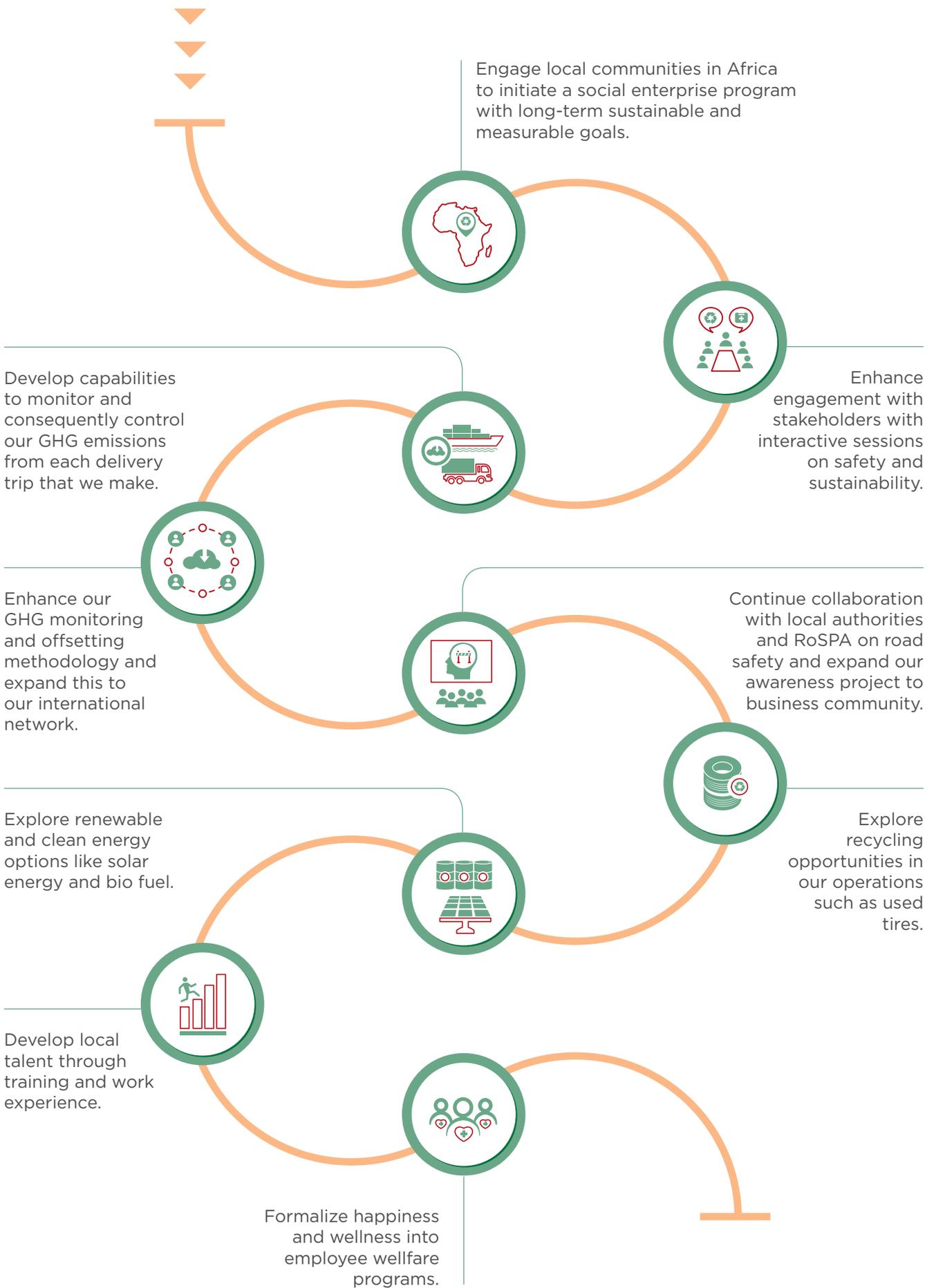


11/17 Pursuing SDG

✓ 2016 SDG PURSUING



# WHAT'S NEXT



# NOTE OF THANKS FROM CSO



*“Thank you for taking out time to read our sustainability report which outlines our continued journey and approach to responsible business.”*

## DOING THINGS THE RIGHT WAY!

Reporting on our performance is a key sustainability commitment for our organization. As the Chief Sustainability Officer of Tristar I am aware that expectations of our customers, partners, regulators, shareholders and communities have never been so high and we assure them to continue achieving our results in the Right Way.

Over the past few years global markets and the business environment have been experiencing wide range of challenges from geo-political and socio-economical to climate change. As a global logistics company having complex operations and serving the downstream industry we have also faced similar challenges in the midst of rapid changes. However we have overcome most of these challenges through bold decisions, collaboration, innovation, and doing things in the Right Way. This further strengthens our belief that sustainability does make business case even during difficult times.

The year 2017 will be marked as The Year of Giving in the UAE focusing on social responsibility in the private sector, promoting spirit of volunteerism and strengthening nationalism in the youth. With our corporate headquarter in UAE, we extend our full support to this noble cause and are quite certain that it will accelerate sustainability efforts in the region at the government, private and individual levels. The subject of sustainability has been taken as voluntary in our region but we foresee that in coming years it may no longer remain an optional subject.

We take great pride in creating business cases for sustainability during 2016 such as our new warehouses in Dubai that are built as per LEED® Gold standard to complement our efforts that are conducive for the planet as well as our business. We know there's no short cut to sustainability. Balancing the needs of our employees, customers, shareholders and society makes us sustainable. In recent years, we are making significant improvements in our operations management towards ERP, digitalization, technology and smart solutions to remain agile and competitive in coming years.

In addition to creating value for society and the planet through our business, we are also supporting the local communities through our corporate giving programs. We shall continue to do right things not because of any laws or regulations but to spearhead on sustainability issues. We are proud of our progress but we have to strive to be even better. I have every confidence we will meet our long and short term goals outlined in this report through collaboration, doing things the Right Way and making sustainability our lifestyle. Thank you once again for your interest in Tristar. We welcome your comments on this report and additional content on our website and social media sites.

**MUHAMMAD AKBER**  
General Manager HSEQ and  
Chief Sustainability Officer

# GLOSSARY OF TERMS

BDO	Business Development Officer
CAR	Central African Republic
CNG	Compressed Natural Gas
COO	Chief Operating Officer
CO <sub>2</sub>	Carbon Dioxide
COP	Communication on Progress
CSR	Corporate Social Responsibility
CSRSC	Corporate Social Responsibility Steering Committee
CSO	Chief Sustainability Officer
EEG	Emirates Environment Group
ERP	Enterprise Resource Planning
ETP	Effluent Treatment Plant
GCAO	Group Chief Administrative Officer
GCC	Gulf Cooperating Council
GCEO	Group Chief Executive Officer
GHG	Greenhouse Gas
GM	General Manager
GPS	Global Positioning System
HSE	Health, Safety and Environment
HVAC	Heating, Ventilation and Air Conditioning
IMS	Integrated Management System
ISO	International Organization for Standardization
JAFZA	Jebel Ali Free Zone Authority
KM	Kilometer
KPI	Key Performance Indicator
KSA	Kingdom of Saudi Arabia
LCT	Landing Craft Trailers
LED	Light-Emitting Diode
LEED	Leadership in Energy and Environment Design
LLC	Limited Liability Company
LPG	Liquefied Petroleum Gas
MR	Medium Range
NGO	Non-Government Organization
OEM	Original Equipment Manufacturer
RFID	Radio-Frequency Identification
RoSPA	Royal Society for the Prevention of Accidents
RPM	Revolution Per Minute
RT	Road Transport
RTA	Roads and Transport Authority
SDO	Strategy Delivery Office
SDG	Sustainability Development Goals
UAE	United Arab Emirates
UN	United Nations
UNGC	United Nations Global Compact
WED	World Environment Day
WHO	World Health Organization
WMS	Warehousing Management System



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