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Agility has identified the risks and opportunities for our business and our stakeholders associated with each of our material topics across five categories. To structure our thinking, we have used the risk and opportunity categories from the Task Force on Climate-related Financial Disclosures (TCFD), a private sector-led initiative that creates consistent guidelines for businesses to assess their climate-related risks and communicate them to their investors. By using these categories, we demonstrate our willingness to be part of the global network of companies committed to understanding and disclosing climate-related risks, and to contribute to a low-carbon future. The codes that we use for each risk or opportunity correspond to the types of risk indicated in the TCFD Risk and Opportunity Category Table.











TCFD Risk and Opportunity Categories

(T) Transition Risks	(P) Physical Risks	(O) Opportunities
(T:P) Policy and Legal	(P:A) Acute	(O:RE) Resource Efficiency
(T:T) Technology	(P:C) Chronic	(O:E) Energy Source
(T:M) Market		(O:PS) Products/Services
(T:R) Reputation		(O:M) Markets
		(O:R) Resilience

Name	Quadrant in Materiality Matrix	Impacts, Risks and Opportunities for Agility and its Stakeholders	Management Approach	Related SDGs
Climate Change (GHG Emissions)	1 - Actively Manage	1.Risk that rising temperatures in many emerging markets will lead to increased demand for electricity, straining distribution infrastructure, which would lead to service disruptions and potentially higher costs. (P:C)	1.Reduce emissions through energy efficiency measures, as well as the sourcing and generation of renewable energy for both new builds and existing operations.	  
		2.Risk that countries adopt pro-climate policies that increase costs for our business or limit our operations. (T:P)	2.Monitor environmental regulations in key markets	
		3.Risk that customers expect low- and zero-emissions solutions but are not willing to pay for them, which would increase our costs. (T:M)	3.Engage customers on sustainability and identify collaborative opportunities to reduce emissions.	
Material Waste	4 - Actively Monitor and engage	1.Risk that governments introduce extended producer responsibility legislation leading our customers to require circular solutions, and ask for waste management. (T:P)	1.Measure and report materials usage to identify how and where to reduce. 2.Offer waste-reduction solutions to our customers.	 
Air Pollution	3 - Monitor	1.Risk that air quality regulations requiring cleaner technologies increase carrier and customer costs. (T:P)	1.Where applicable, communicate with customers about how air quality regulations may impact prices.	 
		2.Risk that air pollution negatively affects employee health and wellbeing.	2.Engage in industry discussions on innovations to address SOx, NOx, and particulate matter in transportation operations.	
		3.Risk that poor air quality in key markets deters or slows economic development. (P:C)		
Extreme weather events	3 - Monitor	1.Risk that increasingly frequent disruption of supply chains impacts our performance and increases costs; insurance costs increase; our employees, customers and communities face loss of life and property. (P:A)	1.Collaborate with other logistics partners on the Logistics Emergency Teams (LET) of the World Food Programme to respond to disasters and conduct preparedness activities, building our own capabilities as well as our partner's ability to respond.	  
		2.Opportunity to support humanitarian partners in disaster response, building experience to improve our resilience in the face of disruptions to our own operations. (O:RE)		
Sustainable Refrigeration	3 - Monitor	1.Risk that our current refrigeration systems may become obsolete as countries implement policies in line with the Kigali Agreement. (T:P)	1.Exploring natural refrigerant options with low global warming potential as equipment is replaced during maintenance or end of life.	
		2.Opportunity to adopt more efficient refrigerant products by leading in the demand for clean cooling solutions, particularly in our asset heavy Middle East region. (O:P)		
Health & Safety	1 - Actively Manage	1.Risk of accidents leading to injury or loss of life. (P:C)	1.Build a "Target Zero" health and safety culture using ongoing risk assessments, continuous communication, and digital technology, among other tools.	
		2.Risk that approach to health & safety does not meet customer requirements. (P:C)	2.Conduct ISO 45001/18001 and ISO: 9001 audits in a majority of sites	
			3.Include Safety in the supplier management program.	

Human Rights	1 - Actively Manage	<p>1.Risk that company employees violate the human rights of employees, contracted workers or supplier employees. (T:R)</p> <p>2.Risk that human rights violations are uncovered in our supply chain. (T:R)</p> <p>3.Opportunity to proactively pioneer best practices in our industry and develop a supplier training program that sets a standard for our industry. (O:PS)</p>	<p>1.Create a culture of respect for human rights through an industry-leading global human rights policy, training and assessment program - including how we manage global and local suppliers.</p>	 
Quality Education	2 - Integrated into strategy	<p>1.Risk that poor education attainment leads to youth unemployment, limiting economic opportunity in our communities, slowing economic development. (P:C)</p> <p>2.Opportunity to contribute to education to improve economic opportunity and our business engagement in the communities where we work. (O:R)</p>	<p>1.Support quality education for both girls and boys through our community investment program, and long-term, in-country as well as global partnerships.</p>	   
Diversity, Gender & Inclusion	1 - Actively Manage	<p>1.Risk that we struggle to obtain and retain the best talent in the industry if we do not do enough to recruit and maintain talent from diverse groups. (T:R)</p> <p>2.Risk that we miss out on diverse perspectives that could unlock opportunities to improve our performance. (T:M)</p> <p>3.Opportunity to pioneer women's empowerment and diversity in emerging markets and/or the logistics industry. (O:R)</p>	<p>1.Aim to hire and train local management</p> <p>2. Monitor our gender performance and benchmark against others in our industry</p> <p>3.Leadership development programs that set our already diverse country level senior management on a path to regional or global leadership roles.</p>	 
Road Safety	3 - Monitor	<p>1.Risk that individuals in our communities face unnecessary risk on a daily basis. (P:C)</p> <p>2.Risk that one of our employees or shipments could be involved in a road accident. (P:A)</p>	<p>1.Build a "Target Zero" culture and help raise the safety performance of our suppliers.</p> <p>2. Fleet managers in some key geographies use digital tools to monitor and improve driver performance</p>	 
Humanitarian Assistance	2 - Integrated into strategy	<p>1.Risk of increased morbidity and mortality rates due to natural or man-made disasters in communities where we work. (P:A; P:C)</p> <p>2.Opportunity to save lives by offering logistics support during emergencies. (O:R)</p> <p>3.Opportunity to build the adaptability and agility of our teams and communities to respond in a crisis. (O:R)</p>	<p>1.Participate in the Logistics Emergency Teams (LET) and provide pro bono logistics services for major humanitarian emergencies.</p>	 
Refugees	3 - Monitor	<p>1.Risk that vulnerable refugee populations in countries where we operate face years of exclusion from education and decent work, living in economically precarious situations. (P:C)</p> <p>2.Opportunity to encourage entrepreneurship among refugee populations. (O:R)</p>	<p>1.Fundraise and provide corporate support for UNHCR and other humanitarian organizations that support refugees and internally displaced persons.</p>	 
Compliance	1 - Actively Manage	<p>1. Risk of non-compliance with applicable laws and regulations at the global, country and local levels that would endanger business and lead to fines. (T:P; T:R)</p> <p>2. Risk of losing business with customers and financial institutions if we are non-compliant for their shipments. (T:P; T:R)</p>	<p>1. Establish a global compliance organization that administers the compliance program.</p> <p>2. Establish mandatory global training program to provide training to employees, key customers, suppliers and other external third parties. Training covers topics including anti-corruption, international trade controls and sanctions, antitrust, conflicts of interest, and other relevant compliance subjects.</p> <p>3. Establish key policies and procedures to define baseline expectations for how Agility business is conducted in accordance with applicable company policies and government regulations.</p> <p>4. Perform audits to check for - and confirm - adherence to applicable company as well as governmental regulatory and statutory requirements.</p> <p>5. Establish an anonymous global reporting process for employees and third parties to raise compliance- and ethics-related concerns.</p>	

Supplier Management/ Procurement	1 - Actively Manage	1. Non-compliance of a supplier exposes our business and customers to reputational risk, and could lead to fines. (T:P; T:R)	<ol style="list-style-type: none"> 1. Use standard operating procedures to qualify the capabilities and credentials of suppliers and third parties. 2. Require suppliers and third parties to acknowledge and agree to adhere to Agility's Code of Conduct. 3. Conduct audits of key suppliers and third parties to check and confirm adherence to applicable national and international anti-corruption guidelines. 	 
Corruption	2 - Integrated into strategy	1. Risk of improper payments that violate applicable laws, resulting in fines and penalties - avoidable cost for our business and customers. (T:P; T:M)	1. See .Compliance. above.	 
		2. Risk of shipment delays and lost cargo as retaliation for Agility's refusal to pay bribes. (T:M; P:A)	2. Establish key policies and procedures to define baseline expectation for how Agility business is conducted in accordance with applicable company policies and government regulations.	
		3. Risk that continued corruption erodes trust in emerging markets, slowing growth, increasing costs to trade and slowing transport times. (P:C)	3. Establish key anti-corruption policies and procedures designed to prevent improper payments (including improper payments made by third parties) and create effective internal controls and reporting practices.	
Supply Chain Risk and Resilience	1 - Actively Manage	1. Risk of inability to adapt to sudden or unplanned market disruptions that may be caused by any number of events, including economic, social, political, regulatory, biological or others. (P:A)	1. Business Continuity planning.	
		2. Risk that our customers are unable to adapt to sudden or unplanned market disruptions caused by any number of events, including economic, social, political, regulatory, biological, others. (P:A)	2. Provide real-time data on market trends and capacities to our customers to enable them to prepare for changes and develop resilience.	
		3. Opportunities to master agile decision-making, making Agility a go-to essential partner in a time of great volatility. (O:R)	3. Collect and share real-time updates on freight capacity, constraints, changes to import/export rules, and planning information during crises or periods of extreme volatility.	
SMEs and Sustainable Trade	2 - Integrated into strategy	1. Risk that traders struggle to affordably access global value chains, losing out on opportunities to grow. (T:M)	1. Build logistics parks in emerging markets, offering companies the opportunity to access world-class infrastructure to grow their business.	   
			2. Invest in Shipa, a digital logistics platform that connects small businesses to the global economy.	
			3. Invest in ecommerce enablement and last mile delivery for SMEs across the Middle East, to help them power the business online	
Emerging Markets Growth	2 - Integrated into strategy	1. Opportunity to have the first-mover advantage by quickly building the foundation for logistics infrastructure and services in high-potential, underserved emerging markets. (O:PS)	1. Build world-class warehouses and light industrial facilities and commercialize offerings to address local market financing and affordability constraints.	  
Changing workforce expectations	4 - Actively Monitor and engage	1. Risk that our current workforce cannot adapt to the demands of our changing operating context, especially automation, IOT, big data, changing social contexts, etc. (T:M)	1. Continue to provide training to help employees build digital skills to help us keep competitive in a changing context.	
		2. Risk that our work culture does not meet developing expectations in issues like work hours flexibility, child care, benefits, corporate social culture and other similar issues to which the company may be required to adapt. (R:M)	2. Invest in digital infrastructure, ways of working, and policies to allow for more flexible work arrangements, in the face of continued global volatility.	
		3. Opportunity to acquire different thinking talent that can drive innovation in our services and products to help transform the business for success in a high-tech world and changing world. (O:PS)	3. Aim to recruit employees with emphasis on agility and willingness to learn and adapt in a changing social context.	
Free Trade	3 - Monitor	1. Risk that increased protectionism and a weak international trade system will increase the volatility and instability of trade rules and relationships, increasing the complexity and cost of trade. (T:P; T:M)	<ol style="list-style-type: none"> 1. Provide training for relevant employees on compliance with global trade rules and sanctions. 2. Advocate for fair and inclusive trade via partnerships with the World Economic Forum, including the Global Alliance for Trade Facilitation. 	 

Automation	1- Actively Manage	1.Opportunity to improve quality and efficiency in our processes, services and products.	1.Continue to develop customer-centric, technologically enabled solutions to improve service quality and operational efficiencies.	
		2.Risk that the pace of our adoption of new technologies is not fast enough, which could lead us to lose competitive advantage.	2.Train employees on new technologies to ensure we have the skillsets to benefit from the technologies.	
		3.Risk that customers and employees may be adversely affected by scaled automation if we do not strategically include talent reallocation to roles that will continue to require human intervention to best serve our customers.	3.Include workforce reallocation to ensure displaced talent is redirected to roles that continue to require human intervention.	
ESG Investing/ Sustainable Finance	1- Actively Manage	1.Opportunity to generate quality ROI by investing in green tech that will drive the future economy.	1.Agility Ventures invests in commercially viable green tech.	  
		2.Opportunity to benefit from favorable lending terms by leveraging our sustainability targets, commitments and progress. (O:M)	2.Improving scale, accuracy and completeness in our sustainability reporting.	
		3.Risk that, if we underperform on ESG, Agility may struggle to access capital on favorable terms. (T:M)	3.Include sustainability as a component of lending discussions and in executed loans.	
Big Data	4 - Actively Monitor and engage	1.Opportunities to take advantage of data to optimize performance and improve real-time decision making. (O:PS)	1.Developing big data management applications and infrastructure required to capitalize on the vast amounts of data Agility manages on a daily basis.	
		2.Risk that new tech start-ups and innovative incumbents will introduce new, data driven business models that disrupt our industry and erode our customer base before we can adapt. (T:T)	2. Agility's partnership with MIT Media Labs is helping the company stay close to some of the most innovative thinking around data and technology in the world today.	
Data Security & privacy	2 - Integrated into strategy	1.Risk that a data breach or cyber attack compromises our systems leading to financial losses and requiring time to recover. (T:T; T:M; T:R; P:A)	1.Continuously evaluate the latest threat. Deploy & update tools & technologies to address and mute threats. Active monitoring for response within minutes. 2. Secure ISO 27001 – Information Security and ISO 23301 – Business Continuity for 100% of our global data centers.	
Internet of Things (IoT)	1- Actively Manage	1.Opportunity to improve efficiency and accuracy of data collection, improving real-time decision making. (O:PS)	1.For sensitive, temprature-controlled cargo (like vaccine logistics), use of sensors allow us to provide an unprecedented level of customer service by tracking & monitoring consignments in real time. Provide added value by leveraging data to provide predictive analysis.	
		2.Risk that hacking of devices may lead to data manipulation. (O:)	2.Identify and implement IoT based solutions to meet customer requirements and expectations.	
Circular Economy	3 - Monitor	1.Opportunity to generate value from common waste materials (pallets, plastic, etc. (O:PS)	1.Begin to identify and manage largest waste streams that could be reused or upcycled.	
		2.Opportunity to develop circular logistics solutions for customers that would like to harness waste streams or implement circular supply chain structures to limit their environmental impact (O:PS)	2.Engage with customers about sustainability, including the possibility to work together to develop circular solutions.	
Energy Transformation	4 - Actively Monitor and engage	1.Opportunity to reduce emissions, save on costs and improve our reputation through the generation and sourcing of renewable energy. (O:E)	1.Identify markets where renewable energy sourcing and generation are viable and commercially attractive.	 
Blockchain	3 - Monitor	1.Opportunity to improve many aspects of our business, including shipment tracking, payments, provenance and safety (O:C)	1. Working with a consortium of companies to explore how digital technologies, including blockchain, can make supply chain and transportation operate faster, more efficient and safer.	
		2.Risk: investing resources into a blockchain technology that is not adopted. (R:M)		