



## **Agility: A Global Logistics Company and Local Humanitarian Partner**

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## Introduction

In May 2006, Agility's<sup>1</sup> Chairman and Managing Director, Tarek Sultan,<sup>2</sup> emailed every employee a statement highlighting the company's commitment to assisting the local communities around the globe where it did business.

*“The issues of poverty, disaster, and disease are ones that no one can afford to ignore. Given our expeditionary logistics capabilities and structural network on the ground throughout the world, we are in a unique position to help.”*

Just one month later, Agility was challenged to turn Sultan's words into action when disaster struck in its own backyard. When Hezbollah attacked targets in Israel, the Israeli army retaliated by firing missiles into Lebanon. The violence destroyed main roads, airports and seaports throughout Lebanon, leaving 800,000 people homeless. Emails streamed into Sultan's office from Agility employees in Lebanon, Dubai, Qatar, Kuwait, and Saudi Arabia, asking how they could help.

By 2006, Agility was fast moving into the top ten industry players in global logistics services. It was the world's eighth largest logistics company and the only global player with roots outside of Western Europe or the United States. Founded in Kuwait and growing aggressively in emerging markets in Asia, the Middle East, and Africa, Agility's management was conscious of the need to engage the communities in which it operated.

In response to the crisis in Lebanon, Sultan offered Agility's targeted assistance to international humanitarian organisations to deliver relief supplies to those displaced by the crisis. The company assembled an international project team of Agility employee volunteers to address the crisis. They set up a base in Kuwait to handle strategic planning and seconded a field team to the Syrian-Lebanese border to serve as liaison with the local Red Crescent and Red Cross Societies, in order to create a safe route across the Lebanese border. Finally, Agility put together a team within Lebanon which ensured the supplies travelled the 'last mile' would reach the intended beneficiaries. Working at the peak of the violence, at considerable risk, Agility employees moved more than 140 metric tons of food and milk from Kuwait, more than 50 tons of food from Qatar, and 38 truckloads of mobile hospitals from Saudi Arabia.<sup>3</sup>

The crisis in Lebanon came at a time when Agility was only just beginning to formalize its position regarding corporate social responsibility. Given the diversity of its employees around the world, local community needs were a strong driver for employee engagement. How to manage this engagement as a company presented some challenges. Their response as a humanitarian partner in Lebanon was swift and comprehensive, but it also stimulated thoughtful reflection.

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<sup>1</sup> See Appendix 1 for company profile.

<sup>2</sup> See Appendix 2 for biographies

<sup>3</sup> See Appendix 3 for images from Lebanon

## Company Background

Founded in Kuwait in 1979 as the Public Warehousing Company (PWC Logistics), the company today known as Agility was privatised and became publicly traded in 1997. Over the next eight years, it became the largest logistics provider in the Middle East through acquisitions that allowed it to offer a network of niche supply chain services, including customs clearance, personnel, transportation, warehousing, and security. In 2005, further acquisitions allowed it to expand into several new regions, elevating it to a global industry player with 550 offices in 100 countries and 32,000 employees.

In 2006, the company re-branded itself as Agility and restructured into three key business groups.

- Agility's commercial division, Agility Global Integrated Logistics (GIL), is headquartered in Switzerland and provides supply chain solutions to customers in technology, retail, chemicals, and other industries.
- Agility Defence & Government Services (DGS), based in Washington, offers logistics services to governments, relief agencies and international institutions worldwide.
- Agility Infrastructure is a group of companies that provide infrastructure support like industrial real estate development, customs optimization and ground handling with a primary focus on emerging market opportunities in the Middle East, Africa and South Asia.

As of 2008, the company was valued at US\$6.8 billion and had built a reputation for dealing with the barriers and high-risk situations characteristic of emerging market economies.

## Setting up a Corporate Social Responsibility (CSR) Program at Agility

Agility's commitment to corporate social responsibility was long-standing: the original holding company, PWC Logistics, and the companies it had acquired along the way, like Geologistics, Translink, and Transoceanic, regularly made philanthropic contributions.

However, as Agility expanded globally, it became clear that it had to move beyond ad hoc locally-driven charity and to think more systematically about its approach to corporate philanthropy. As Christopher Logan, Agility's Chief Strategy and Marketing Officer, pointed out,

*“Agility is one company but also a collection of global businesses that work well in their local markets. Through our growth we have focussed on emerging markets, building capacities that differentiate us from our competitors. We have learned from those markets and we are in a good position to help.”*

There was also a strong sense at the company that Agility's core competency in logistics, especially in emerging markets, offered an opportunity to make a difference. As Sultan reflected in an interview,

*“We work in difficult countries in challenging situations; therefore we need to be ready to add value in tough places, whether it be on commercial terms or not. We understand risk, and we have an appetite and knowledge to thrive on it and do*

*business. When you are sitting in Kuwait, you have Iraq to one side and Saudi Arabia to the other. The minute something happens, you see, you listen... you are used to working with difficult, uncertain and constantly changing conditions. When you are sitting in Kuwait, you understand that everything can change overnight and affect not only your business but people around you.”*

Sultan felt Agility's rise to global prominence carried with it a global responsibility, and set about creating the foundation for a more strategic corporate social responsibility programme. In December 2005, he hired international development expert Mariam Al-Foudery, a former employee of the United Nations Development Programme who had also worked in microfinance and post-conflict reconstruction for various non-governmental organisations (NGOs).

Tasked with creating a CSR programme, Al-Foudery quickly realised two things: 1) Agility could most usefully contribute using its core competency in logistics; and 2) a company with a tradition of hiring locally would have to implement initiatives as diverse as its employee population. After a series of formal and informal consultations across the company throughout the early months of 2006, Al-Foudery chose to focus on two priorities - disaster relief and an employee-driven volunteer programme. Disaster relief, with its huge emphasis on last-mile logistics, would enable the company to lend its expertise in challenging environments. An employee-led community investment programme would allow for diversity and local input in CSR activities.

### **The Humanitarian Crisis in Lebanon (June-August 2006): Agility Partners Locally with the Global Humanitarian Relief Effort**

The basic underpinnings of Agility's CSR programme were just emerging when the humanitarian crisis erupted in Lebanon in the summer of 2006. In practical terms, the crisis hit very close to home: at least seven of Agility's 120 employees in Lebanon were displaced, and several clients lost warehouses or discontinued operations entirely. While Agility's commercial contracts covered it in the event of *force majeure*, the Agility team in Lebanon nonetheless continued to fulfil its obligations to the best of its ability – especially in areas where it felt it could have the most impact in keeping the crisis from worsening. For example, maintaining Agility's contracts for food deliveries to the country's major supermarket chains had become a priority for Agility employees. Still, it was clear that Agility's Lebanon office faced too many challenges to run a relief effort alone in the midst of the conflict.

#### ***Assembling the Project Team***

Sultan gave Al-Foudery the responsibility for creating a project team to respond to the crisis. The team also included three experienced Agility employees. Frank Clary, a humanitarian Project Manager from the Defence and Government Services business group, brought experience in working in challenging operational environments. Toufic Kortbawi, Operations Director for Agility Kuwait at the time, was a Lebanese native familiar with the regional logistics landscape. Sami Salame, a Business Development Manager for Lebanon, contributed strong relationships with the Lebanese authorities and civil society organisations. They met in Agility's Kuwait headquarters to identify potential NGO partners, solicit up-to-date information from Lebanon's disaster response authorities and the **Lebanese Red Cross**, and develop scenarios for transporting relief goods into the country.

However, it soon became clear that the company needed to be closer to the crisis to work effectively in a situation that changed on an hourly basis – so Al-Foudery travelled to Syria, where aid agencies were converging to await a safe moment to enter Lebanon. She was accompanied by Ghassan Assad, a Lebanese-Kuwaiti engineer working for Agility Kuwait. Assad knew the region well; in fact, he had been vacationing with his family in Lebanon when the violence began and had managed to shepherd them safely home to Kuwait by way of Syria. With them went Ayman Al-Baz, a transportation manager with Agility Jordan, and security experts Evan Themelakis and Darren Richards from Agility Iraq.

### *Finding Humanitarian Relief Partners*

The team in the field met daily in the coffee shop of the Four Seasons Hotel in Damascus in pursuit of two goals: to find humanitarian organisations with which to work, and to understand the existing infrastructure in Syria well enough to create a logistics hub from which to move relief supplies into Lebanon.

Drawing on her background in international development, Al-Foudery reached out to NGOs leading the relief efforts. She recalled:

*“We had decided that we were going to provide in-kind services in the form of transportation and warehousing, and also offer the expertise of some experienced operational managers to humanitarian organisations, since we knew that the logistics landscape of Syria and Lebanon would be unfamiliar to many humanitarian actors.”*

She identified the local Red Cross and Red Crescent Societies as the most promising humanitarian partners. They had local relationships that would help Agility navigate the crisis situation and local resources that they could mobilise quickly, yet they lacked logistics capacity.

As the KRC Emergency Relief Coordinator, Mohamed Hassan, said:

*“The Lebanese borders were closed and all crossing points had been bombed. We were having difficulties getting drivers into Lebanon and finding warehouses. The only way to find solutions was to work with the locals who knew the roads, could assess tensions, and wanted to go in despite the problems to see their families and what was left behind. Locals had a personal motivation but also the skill-sets and knowledge vital to get the job done.”*

KRC would clearly benefit from Agility's logistics capabilities in the region to facilitate their mission to reach beneficiaries safely and efficiently. With help from the project team in Kuwait, Al-Foudery and Assad connected with Abdulrahman Al-Rasak, head of the Kuwaiti Red Crescent (KRC) team in Syria, who in turn helped them build relationships with the Syrian and Lebanese Red Crescents.<sup>4</sup>

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<sup>4</sup> Qatari and Saudi Red Crescent Societies also engaged with Agility at different points.

### *Setting up the Logistics Hub*

Aid from neighbouring countries would get stuck at the borders waiting for the right time and channels to enter Lebanon. Humanitarian organisations acknowledged the need for a warehousing solution in Syria, close to the Lebanese border, in which to consolidate an unpredictable quantity of donated relief goods – and for transportation across the Syrian-Lebanese border. Given that the Red Crescent societies not based in Lebanon had no local resources or logistics expertise, this was where Agility saw that its support was most needed, and stepped in.

Assad and Al-Baz took on operational requirements, calling all their contacts to gather names of warehouse owners and transport operators in Syria who were available and willing to join the relief effort. Within 48 hours they had developed a large database of potential suppliers.

They then visited warehouses and inspected trucks to identify operators who operated at a level consistent with Agility's own high standards for capacity and quality, even in a crisis. They also created contracts that clearly spelled out vendors' payments, schedules, responsibilities, and risks. Two weeks later, they had created a solid regional transport network for the relief societies.

Assad also engaged Agility Lebanon employees Riad Chababi and Gaby Hajj to be responsible for transporting relief goods over the 'last mile' from the Lebanese border to the point of distribution. In addition to picking up deliveries at the border, Chababi and Hajj worked round the clock in Beirut to gather information for the project team about the local situation, trucking rates, warehouse availability, and the most up-to-date needs of the Lebanese Red Cross. Al-Foudery explained,

*“By engaging in humanitarian support, we didn't want to create extra work for our colleagues; at the same time, they were in the best position to tell us how to help... There were demands beyond anyone's capacity to help. In-between contracts, the Lebanese office would help us from the inside. They had access to more information and could help us with solutions from their local knowledge.”*

### *Challenges to the Humanitarian Relief Effort*

Despite their collective experience, the project team often found itself facing unfamiliar challenges that required intensive collaboration with the humanitarian agencies. Al-Foudery recalled:

*“It was complex logistically because the operations involved multiple border crossings (Kuwait, Saudi, Syria, Jordan) and multiple entities. Also, you had the issue of extremely short supply ... who wanted to send trucks into Lebanon? And above all, information was a challenge. The security situation was changing from minute to minute. Trying to keep track of it was extremely difficult.”*

For example, the team struggled with the question of what type of trucks to use. Uncovered trucks risked theft and spillage, but covered trucks were often bomb targets, making transportation companies reluctant to send them into the danger zone. After six (covered) ambulances were bombed in Lebanon, Agility chose to use covered trucks to move food and

blankets to the relief hub on the Syrian-Lebanese border, then reload the cargo into uncovered trucks flying the banners of the International Red Cross for transport within Lebanon.

Clary and Salame maintained the 'war room' at Agility's Kuwait headquarters throughout, coordinating the company's efforts and tracking Agility employees to ensure their safety. Security experts Themelakis and Richards formed a security team that maintained regular contact with UN security personnel at the Syrian-Lebanese border and determined, based on that information, when it was safe to send convoys across the border.

### *Transfer and Exit*

In mid-August 2006 a ceasefire was declared, allowing Agility's offices to shift attention back to their commercial operations. Ahmed Abu Asi of Agility Kuwait took over operations at the relief hub briefly, but with the logistics networks firmly in place, Agility was soon able to let the local and regional humanitarian organisations manage their own transactions. The relief project team returned to their regular jobs, although Al-Foudery retained the task of maintaining communication with its new contacts at humanitarian organisations.

### **Rethinking Corporate Responsibility at Agility: Lessons Learned in Lebanon**

In the wake of the Lebanon experience, Al-Foudery, Clary, and other colleagues began to shape a more focused vision of Agility's future corporate responsibility. Al-Foudery pondered:

*“Would Agility want to, or be able to, participate in other international relief efforts? Would it do so as a philanthropic service provider to humanitarian agencies, or should it consider some other model of support? These discussions formed the foundation of Agility's Humanitarian and Emergency Logistics Programme (HELP).”*

Among the basic principles that emerged for the future from their discussion were the following:

1. Agility must be invited by the humanitarian community to participate in a disaster response operation – Agility cannot work alone. Partnering with a humanitarian organisation in a crisis is important because the humanitarian community has the needed technical expertise and relationships, as well as ultimate accountability for disaster response work. Agility's role is to support and assist with the logistical aspects.
2. Agility will maintain open lines of communication with NGOs and UN agencies in order to be prepared to respond to crises when they happen. Clary explained “By the time a crisis is underway, it is too late to look for partners to work with.”
3. Although Agility is prepared to work with any humanitarian group that is legally registered, and neutral and impartial in its approach to service, it will prioritise groups that it has prior relationships with or that it has something in common with - be it a common logistics background or common regional or local knowledge. This facilitates contact, both with the NGOs and the beneficiaries.
4. Agility will separate pro bono work from commercial work; especially in fast-changing crisis situations where it is impossible to assess in advance what services will be needed.

As Al-Foudery put it, *"You are either in it for humanitarian reasons or not."* As a result, Al-Foudery and Clary concluded that Agility would limit its pro bono work to clearly circumscribed time limits – for example, three weeks.

5. To eliminate any potential conflicts of interest between humanitarian relief and commercial projects, employees working in an Agility business development office concerned with bidding and contract relations with local businesses and international humanitarian relief contracts cannot work on a HELP initiative in that locale. If an NGO partner on a relief project asks someone working on a pro bono basis for business help beyond the predetermined scope of Agility's participation, the NGO will be referred to the appropriate person in the local business development office.
6. All Agility employees that work on a humanitarian crisis must choose to volunteer for the assignment. However, Agility employees will be paid their salaries as usual when they agree to participate in a humanitarian relief engagement, even if Agility itself is working on a pro bono basis.
7. Agility will only get involved in disaster response work in countries where Agility has an office, or local capacity to support. Being on the ground already, having existing relationships with transport operators and customs officials, and access to local warehousing and transport assets is the primary 'value-add' of Agility's involvement.
8. In natural disasters, Agility has developed a two-pronged approach.
  - A In major emergencies, defined by the UN as when 500,000 people or more are affected, Agility works with other private sector partners to deploy collaborative cross-company Logistics Emergency Teams (LETs). LETs are invited by the Global Logistics Cluster, the logistics arm of a collection of UN agencies and NGOs chaired by the World Food Programme, and work under its direction. Partnering with other private sector actors in major emergencies allows for even greater scale in the humanitarian response operation.
  - B In smaller emergencies, Agility will partner with local organisations<sup>5</sup> flagged by the local country office.
9. Agility will not get involved if the security situation is worse than a UN Code 3 disaster.
10. All employees must complete a set of training courses in first aid, humanitarian issues, and ethics before participating in a HELP mission.

Agility also clarified the terms of a HELP response, including standard operating procedures, equipment included in a disaster relief kit, and authority for Agility country offices to take immediate action in a disaster.

### **Consolidating the CSR Programme at Agility**

The Lebanon experience showed Agility that its diverse employee population, with its local knowledge, social links and experiences, created unique opportunities for CSR. The next step was to create a CSR programme that could reflect the company's global footprint whilst maintaining the strong ties on the ground.

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<sup>5</sup> Among the partnering requirements was that organizations needed to spend over 90% on the programme and under 10% on administrative expenses, and had to have previous relations with Agility.



To create a corporate structure supporting local initiatives, Al-Foudery suggested that local Agility offices in each country propose initiatives directly to the corporate office, and proceed to be given approval, guidance, and some material support from the CSR team. She also secured funding to help local offices pay for these initiatives if needed.

This sometimes allowed Agility to straddle the commercial and humanitarian worlds, to the benefit of both. For example, when an Agility client in Dubai had a container of blankets rejected by its customer, the local Agility office contacted the CSR team. In less than a day, Agility arranged for the client to donate the blankets to the UN World Food Programme and provided the logistics of the distribution at no charge - a socially responsible solution that also saved the client the considerable expense of shipping the blankets back to Dubai.

In 2008, Al-Foudery became Agility's Vice President of Enterprise Communications and CSR, reporting to Christopher Logan, Chief of Strategy. The CSR team also included Clary as HELP Senior Manager, to get Agility representatives on the ground as soon as possible in a crisis, and a senior CSR Analyst, Deena Al Shatti, to manage the employee-led community investment programme.

Each region was assigned a CSR Leader (Americas, Asia, Europe, and Middle East), chosen based on their ability to influence top regional managers and staff, their proven commitment to social causes, and their approachability. The CSR team met monthly to assess progress in community outreach and pass along lessons learned. As Al-Foudery pointed out,

*“We make the time to talk to our team doing the work on the ground. Our regional CSR leaders travel throughout the region, and hear direct feedback – and employees have a lot to teach us about how to run the programme. If we ignore them, we fail.”*

Since Agility's involvement in that first crisis in Lebanon, Agility has worked with the World Food Programme to transport enough food to feed 43,000 people displaced by heavy flooding in Jakarta, Indonesia; partnered with local governmental disaster-coordinating bodies to move food, blankets, and medications after a typhoon in the Philippines and a cyclone in Bangladesh; and most recently, seconded logistics experts to UN operations in Thailand and Myanmar (Burma) after the devastation of Cyclone Nargis.

### **Conclusion: Global Strategy and Local CSR**

In 2007 and 2008, approximately 15% of the company's global workforce volunteered for a total of 168 community projects in 62 branch offices in 45 countries around the world, reaching about 396,000 people on the ground with some type of service activity involving disaster relief, education, food, and/or health.<sup>6</sup>

Just as Agility has leveraged its local expertise in emerging markets to become a global logistics leader, it has positioned itself to turn that local expertise into international leadership in social and humanitarian competencies too – and then to convert that local learning into additional market intelligence.

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<sup>6</sup> See Appendix 4

Al-Foudery explained:

*“The UN does not need to spend valuable resources trying to hire a senior employee on short notice for a six-week contract doing disaster relief – it can borrow one from Agility or other private sector partners instead.”*

**Furthermore, humanitarian relief work has allowed Agility to continue developing its skill-set in dealing with operational complexity. As Clary noted:**

*“There are a lot of areas in which we can help. Humanitarian agencies can benefit from Agility's experience in setting up a supply chain in challenging environments, creating operations virtually overnight, negotiating contracts, managing costs, and leveraging relationships to eliminate bottlenecks. We are also constantly learning from each other. At some point the question will be how to capitalise on that knowledge throughout the different divisions as the portfolio of humanitarian projects grows. In other words, what do we do with our lessons from the field?”*

In the words of Tarek Sultan,

*“Being a responsible company should be good for the communities we operate in, and also good for the company and its shareholders at the same time. At Agility, it has been our experience that everyone benefits – and that is the way it should be, because it allows for sustainability in the long term.”*

## **Appendix 1**

### *Company Profile*

Name:	Agility (ticker symbol AGLTY).
Headquarters:	Kuwait City, Kuwait
Regional Offices:	Zug, Switzerland, Washington, DC, and Dubai, UAE
Investor relations:	Kuwait Stock Exchange and Dubai Financial Market
Net worth:	US\$6.8 billion global enterprise.

#### **Business Divisions:**

##### Global Integrated Logistics (GIL)

Agility GIL business group offers an integrated portfolio of logistics solutions supported by a comprehensive network of warehousing facilities, transportation and freight management services worldwide. Its services and products aimed at the private sector include:

Supply chain solutions:	warehouse distribution, facilities management, just-in-time, vendor-managed inventory, employee relocation, contract logistics management, origin cargo management, direct-to-store and reverse logistics.
Freight management:	air, road, sea, customs clearance and security, charters, bulk liquid transportations, household goods and financial services (insurance, VAT deferral and project financing).
Chemicals:	supply chain optimisation, outsource operations, freight procurement, health security safety and environment, logistics platforms transformation.
Project logistics:	heavy lift, inland transport, custom house brokerage, international freight forwarding, vessel chartering, export packing.
Fairs and events:	exhibit and events organiser and services, venue logistics.

##### Defence and Government Services (DGS)

In place since 2003, Agility Defence & Government Services (DGS) is Agility's public sector arm. Agility DGS offers a vast network of warehousing facilities and proven risk-tolerant global land, sea and air transportation capabilities. Services include logistics support, relocation, specialised procurement, total asset visibility, performance based logistics, security, warehousing and distribution, and international development. Agility DGS provides a diverse group of defence and government customers – including the US Defence Logistics Agency (DLA), US Army, US Navy, US Air Force, Army Air Force Exchange Service (AAFES), and the Department of State.

##### Infrastructure

Agility Infrastructure is a group of companies that provide infrastructure support, from industrial real estate development, to customs optimization, to airport ground handling. Agility's Infrastructure Group companies are primarily focused on emerging market opportunities in the Middle East, Africa and South Asia.

**Appendix 1 (cont'd)**  
*Company Profile*

Five companies currently comprise the Agility Infrastructure group. These are:

**Real Estate:** Real Estate has significant experience in developing industrial facilities in emerging markets. Today Real Estate owns and manages assets worth over US \$1 billion, including large land holdings in the Middle East, North Africa, and South Asia.

**Metal and Recycling Company (MRC):** MRC serves industrial, commercial and governmental clients in the Middle East with waste management, scrap trading, and recycling solutions.

**National Aviation Services:** NAS is an airline ground handling company providing ground support, passenger handling, cargo management, engineering, and lounge services. NAS currently operates in Kuwait, Jordan, and India.

**Global Clearinghouse Systems (GCS):** GCS is joint venture with the Kuwait General Administration for Customs (KGAC), to modernize, optimize and support Kuwait customs operations for a period of twenty-five years.

**Inspection and Control Services (ICS):** Headquartered in Washington DC, ICS provides governments around the world with customs modernization, trade facilitation and e-government solutions.

## Appendix 2

### *Biographical Profiles*



#### **Tarek Sultan, Chairman and Managing Director:**

Tarek Sultan has been the Chairman and Managing Director of Agility, a leading provider of supply chain solutions to businesses and governments, since 1997. During his tenure, Agility's annual revenue has increased from USD 26 million to USD 6.8 billion, the number of employees has grown from 300 to 34,000, and the company has expanded its offices into 120 countries. Before joining Agility, Tarek was the Managing Director of New York Associates, a Middle Eastern-based investment banking services provider and an Associate with Southport Partners, a U.S.-based corporate finance advisory firm specializing in providing services to Fortune 10 companies in the technology sector.

Tarek Sultan is on the Board of Governors for the Logistics and Transportation Industry at the World Economic Forum and has been a passionate advocate of collaborating with industry peers to partner with the humanitarian community during times of need. Tarek serves on the Advisory Council for Singapore's Economic Development Board (EDB) and is a member of the University of Pennsylvania's Wharton School Executive Board for Europe, Middle East, and Africa (EMEA). Tarek is also a current or prior board member of the National Real Estate Company, Burgan Bank, Sultan Center, and the Gulf Bank.

Tarek has a Masters in Business Administration specializing in Finance and Strategic Planning from the Wharton School, University of Pennsylvania and a Bachelor of Arts in Economics from Williams College. On the personal front, Tarek is married with three children. He enjoys tennis and golf and has a keen interest in other sports as well.

**Appendix 2 (cont'd)**  
*Biographical Profiles*





**Christopher Logan, Chief Strategy and Marketing Officer:**



Christopher drives the development and implementation of Agility's strategy to achieve multi-billion dollar growth goals. He works to assess current and potential customer service needs, identify areas of capability gaps and then design and execute breakthrough growth initiatives to fill those gaps. In addition, Christopher was the driving force behind the global 2006/2007 re-branding of our \$4.5 billion enterprise to "Agility". Responsible for all global marketing efforts for Agility, he ensures that personal service remains at the forefront of all marketing and customer-related activities.

Christopher has a strong track record of creating value for companies on a global basis. Formerly a partner in the Transportation Group at Mercer Management Consulting (now Oliver Wyman), he directed Mercer's knowledge development in third-party logistics, air cargo, and logistics in China. A business management graduate, Christopher leverages knowledge acquired at the Ivey School of Business, University of Western Ontario in London, Canada.

**Appendix 2 (cont'd)**  
*Biographical Profiles*

	<p><b>Mariam Al-Foudery: Vice President, Enterprise Communication and Corporate Social Responsibility:</b></p> <p>Mariam joined Agility in 2005 after working in the field of international development. Mariam started the Corporate Social Responsibility programme at Agility, which has seen 168 community projects implemented in over 45 countries since 2006, reaching 386,000 people on the ground. She also heads global internal and external communication at the company, which covers employee communications, public relations, and supporting the executive team with key messaging.</p> <p>Mariam's past experience includes heading a microfinance institution for women living below the poverty line in Egypt, leading the restructuring of a women's welfare programme in Kuwait for the United Nations Development Programme, and managing post-conflict governance programmes in Iraq.</p> <p>Mariam holds a M.Sc. in Development Management from the London School of Economics and an M.A. in Communication and BA in International Relations from Stanford University.</p>
	<p><b>Frank Clary, Humanitarian Project Manager:</b></p> <p>Frank has been working as a Project Manager with Agility Logistics since 2006. His professional background includes periods working in commercial and residential construction, US military operations, business management and as a translator.</p> <p>Most recently, Frank has been working as the lead Humanitarian Logistics Project Manager with Agility. He has worked on logistics projects for humanitarian institutions such as the Red Cross/Red Crescent, USAID and the US Navy.</p> <p>Frank has completed humanitarian logistics, security management, and field operations safety courses with both Red R and the US Military. He has an MA in Arabic Studies and a BA in Middle Eastern Studies.</p>

**Appendix 2 (cont'd)**  
*Biographical Profiles*

	<p><b>Ghassan Assad, Senior Operations Manager, Agility Kuwait:</b></p> <p>Ghassan Assad is the Senior Operations Manager for Agility's Kuwait Operations. Ghassan joined Agility in 2004, after 20 years of work experience in logistics and oil drilling in Iraq, Libya, Syria, and Kuwait. Ghassan is the holder of a Certificate of Study- Rotary Drilling- from the International Association of Drilling Contractors and the University of Texas at Austin Petroleum Extension Service. He is a Lebanese national.</p>
	<p><b>Riad Chababi, Montreal Branch Manager, Agility Canada:</b></p> <p>Riad has been with the Agility group since 1999, and has worked on several warehousing and transportation projects in the Middle East and Europe. During the Lebanon conflict in 2006 he was the Operations Manager for Agility Lebanon. Today, Riad Chababi is the Montreal Branch Manager for Agility Canada.</p>
	<p><b>Toufic Kortbawi, Regional Director for Retail for the Middle East and Africa:</b></p> <p>Toufic Kortbawi is the Regional Director for Retail for the Middle East and Africa and he also works with the Corporate Social Responsibility team as the Coordinator for the Middle East.</p> <p>He has been with Agility for the last 10 years and has had many managerial roles since then. He was involved as a key player in the expansion of the company; most notably he spearheaded the operations in Kuwait where he served as a Director of Operations and managed the Warehousing, Freight and Transportation Operations with more than 4,000 employees. He moved on to become the Director of Strategic Planning. Prior to that Toufic was brought in to lead the Business Integration side of the Sales department. His technical experience coupled with his expertise in Process and Project Management has helped Agility in its regional growth, particularly in setting up the Qatar operation.</p> <p>Toufic is a member of the Council of Supply Chain Management Professionals and is an Industrial Engineer by education. He holds many industry-related certificates including Continuous Improvement and Internal Auditing for Quality.</p>



**Appendix 3**  
*Photographs from the Lebanon Crisis in 2006*



Trucks carrying food and milk for the Kuwait Red Crescent staging on the Lebanese border



Saudi Arabian Red Crescent mobile hospitals arrive in Lebanon on Agility trucks



Qatar Red Crescent team with relief materials going to Lebanon



The roads within Lebanon that Agility logisticians had to help navigate

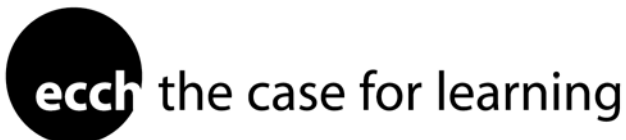
**Appendix 4**  
*Subsequent Agility Disaster Response Operations*

<p style="text-align: center;"><b>Myanmar</b></p>  <p>In May 2008, a Category 4 cyclone hit Myanmar, killing 30,000 people and displacing over 2 million others. In response to this disaster, Agility and partners UPS and TNT were mobilised by the Global Logistics Cluster, comprised of major UN agencies and international NGOs, to offer support to the relief operations. This is the first time that cross-company Logistics Emergency Teams (LETs) have been called into action to help the humanitarian community set up a supply chain for relief goods. Agility mobilised experts in Thailand and Myanmar, and helped transform a commercial warehouse in Yangon <b>into an NGO operation.</b></p>	<p style="text-align: center;"><b>Iraq</b></p>  <p>In June 2008, the intense fighting that plagued Al Sadr City restricted its health services to emergency trauma cases due to the increasing scarcity of medical supplies. Hospitals were forced to close and the main hospital was hit by rocket fire leaving the people in disarray. Not wasting any time, Agility coordinated with the International Medical Corps and supplied two tons of necessary medical supplies and equipment to the Eastern Rasafa District of Baghdad, home to Al Sadr City. Agility overcame both political and physical obstacles in order to deliver medical items that reached 10,000 beneficiaries.</p>
<p style="text-align: center;"><b>Bangladesh</b></p>  <p>Cyclone Sidr struck Bangladesh in mid-November 2007. More than 7 million people were affected, and between 50% and 95% of crops were damaged in the coastal areas. Using the guidelines set forth by the local government disaster relief organisation, Agility Bangladesh procured rice, bottled water and water purification tablets (to prevent cholera). Agility Bangladesh also collected clothing to donate to the victims. In total, 1,200 people received food, medicine and clothing, providing some relief in their disaster.</p>	<p style="text-align: center;"><b>Indonesia</b></p>  <p>When the first week of February 2007 brought severe flooding to Jakarta, putting nearly half of the capital city under water and displacing over 200,000 people, Agility extended a helping hand. Agility's Jakarta office coordinated with the World Food Programme (WFP) to distribute high-energy biscuits donating drivers, trucks, and fuel for one month to help distribute food to 43,000 people displaced by the flood.</p>

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