



CATALYZING SUSTAINABILITY

Our Perspective

We believe we have an important role to play in catalyzing sustainability among some of our key networks, including companies in the MENA and Gulf regions and companies in the Global Distribution Alliance. We believe we will be rewarded in terms of performance gains, public reputation, and an increased customer base and loyalty.

Long-Term Strategic Goal

We will be the sustainability performance and reporting leader in the MENA and Gulf region, and will ultimately earn our way into the ranks of the world's top corporate sustainability leadership companies.

Inside this Section:

➤ Catalyzing Sustainability Where We Operate Page 94

2006 Highlights	2007 Goals	2009 Goals
<ul style="list-style-type: none">▪ Played a key supporting role in the first full year of operations of the Arab Foundation for Sustainable Development	<ul style="list-style-type: none">▪ Launch our Sustainability Report as a regional leadership example▪ Establish two Sustainability Excellence Leadership Forums – one for leadership companies in the Middle East, North Africa, and Gulf; one for the GDA	<ul style="list-style-type: none">▪ Be the sustainability performance and reporting leader, as ranked by public opinion, sustainability indices, and relevant major international sustainability rankings▪ Engage at least 20 other companies plus GDA members in Sustainability Excellence Leadership Forums

Catalyzing Sustainability Where We Operate

While we aim to strengthen our reputation as a global company, and aim to become a global sustainability leader over the long-term, we recognize a short term opportunity to make a major contribution to the broader uptake of sustainability management and reporting in two key areas:

- In the Middle East, North Africa and Gulf region
- Together with our partners in the Global Distribution Alliance

We aim to establish two separate Sustainability Excellence Leadership Forums, one for each of the networks above. These Forums will offer an opportunity for all participating companies to learn from one another and share experiences with regard to sustainability uptake and implementation.

➤ Catalyzing Sustainability in the Middle East, North Africa and the Gulf

To our knowledge, we are one of the first companies to undertake sustainability reporting in the MENA and Gulf regions. However, we believe that the adoption of sustainability management will become an attractive and critically important central theme of business management in the region within only a few years. We aim to accelerate this trend and push its boundaries by joining together with other leadership companies who understand the value opportunity of sustainability management and are eager to be a leader with respect to securing both performance and reputation gains. By the end of 2007 our goal is to have launched a regional Sustainability Excellence Group with at least 6-8 other leadership companies, and to have hosted an initial quarterly meeting forum.

➤ Integrating Sustainability in the Global Distribution Alliance

The partners in the GDA will be at different stages in the implementation of sustainability. As noted in the GDA section, in 2007 we hope to establish a Sustainability Excellence framework and forum for experience sharing and joint learning in order to accelerate the adoption of sustainability management by the members of the GDA. Over time, this will significantly reduce the shared carbon intensity of our services. We hope that by 2009, we will have successfully encouraged full tracking of greenhouse gas emissions among GDA partners, and have contributed to a significant reduction in emissions per shipment across the GDA (the target is still to be determined in consultation with GDA).

We believe that playing a leadership role in the establishment and implementation of these two innovative groups will significantly enhance not only our performance, but also enhance our reputation as a sustainability leader and increase our customer base and customer loyalty in the MENA and Gulf regions and internationally.