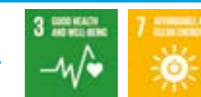


# The most sustainable gateway to Jordan and beyond

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## About this report

**Since 2011, ACT has published an annual sustainability report, highlighting its activities and performance in the social, environment and economic aspects.**

This year's report continues to focus on the sustainability issues material to ACT and its stakeholders. This report has been prepared in accordance with the GRI Standards: Core option. The GRI Content Index and GRI Materiality Disclosures Service Mark are included in Appendix D.

The report covers the calendar year ending 31 December 2018. Financial data is expressed in Jordanian Dinars, unless otherwise specified.

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### Cautionary Message

This report contains statements that may be deemed as "forward-looking statements" that express the way in which ACT intends to conduct its activities. Forward statements can be identified by the use of forward-looking terminology such as "plans", "aims", "assumes", "continues", "believes", or any variations of such words that certain actions, events or results "may", "could", "should", "might", "will", or "would" be taken or be achieved.

ACT has made every effort to ensure the report is as accurate and truthful as possible. However, by their nature forward-looking statements are qualified to inherent risks and uncertainties surrounding future expectations that could cause actual results to differ materially from these projected or implied statements. Such statements are subject to risks that are beyond ACT's ability to control and therefore do not represent a guarantee that events implied in these forward-looking statements will actually occur.

## CEO Message

**It is my pleasure to introduce to you ACT's eighth sustainability report, and my second as CEO of ACT.**

ACT takes its role seriously as a corporate citizen, and we are proud to showcase our progress across the three dimensions of sustainability: economic, environmental and social responsibility. Once again, we have based our sustainability report on the Global Reporting initiative (GRI) Standards - our third alignment with the new Standards to describe our material issues, performance and initiatives.

Sustainability is integral to our core business objectives. It is embedded within ACT's governance, operations and culture. Our efforts are focused on addressing the most material issues across the six pillars of our sustainability framework, as they are crucial to our future success and prosperity.

Through our continued commitment to the UN Sustainable Development Goals (SDGs) and Jordan National Vision 2025, we take shared responsibility for achieving positive change. We have identified linkages between the national vision goals and ACT's business strategy and aligned our sustainability priorities to selected SDGs. We are also working with other foundations and organisations on opportunities for collaboration to make progress towards these national and international goals.

I am proud of ACT's achievements in sustainability and contributions to long-term economic growth. As a demonstration of our action, ACT was awarded with Lloyd's List's prestigious "Terminal Operator" award.

Despite regional economic and geopolitical challenges, we have accomplished much over the past year. ACT has demonstrated its capacity to receive some of the largest ships in the world. In 2018, ACT recorded 816,369 TEUs total capacity and over JOD 100 million in revenues.

ACT's journey as a responsible corporate citizen continues. Our community investments focus on three key areas: ensuring the well-being of society, promoting environmental protection and empowering future generations through the access to high quality education. Over the past five years, ACT made contributions of more than JOD 657 thousand to support initiatives in these areas.

Our environmental work focuses on energy efficiency, reducing waste and water use, and managing our impact in the context of climate change. We are progressing towards our goals, thanks to the expertise and commitment of our teams working together to develop operating techniques, aimed at not only reducing our costs but also decreasing our negative environmental impact. In 2018, we have made valuable advancements in reducing our energy intensity by 5.5%, improving water intensity by 1%, reducing waste levels by 13%, and decreasing our total Greenhouse Gas (GHG) emissions intensity by 10%.

I invite you to read this report to learn more about the progress we have made in advancing sustainability throughout our daily operations.

Sincerely,

**Steven Yoogalingam**



## A Gateway for Trade

**Aqaba Container Terminal (ACT) is the gateway for import and export cargo trading between the Levant region and the rest of the world. As one of the most politically stable countries in the region, Jordan provides a secure corridor for trade with surrounding countries.**

Over the years, ACT has demonstrated its readiness to serve the wider Levant Region despite the turbulent geopolitical environment. ACT has the capacity, the infrastructure and the resources to support the Jordanian export industry, as demonstrated since the Syrian border closure, and to serve the historical Iraq and Syria import markets which are expected to experience strong growth when the reconstructions start. Taking advantage of Aqaba's natural deep waters and ACT's consistently strong operational performance, all major global Shipping Lines call the Jordanian terminal on a weekly basis with large vessels, thus connecting the Levant to the World.

### APM Terminals Advantage

With the largest and most balanced Port and Terminal global portfolio, APM Terminals (APMT) is bringing extensive international experience as well as commercial and operational best practice to Jordan.

ACT is today the logistical and economic backbone of the Aqaba Special Economic Zone Authority (ASEZA), serving as the preferred gateway to the region for many active markets around the world. Under APM Terminals management, the terminal has been a shining example of successful PPP, operating under progressive leadership and sustainable growth.

### Aligning ACT's Priorities

The Sustainable Development Goals (SDGs) spearheaded by the United Nations offer a pathway to end poverty, fight inequality, tackle climate change while ensuring no one is left behind. The Jordan 2025 Vision charts a path for the country's future, and determines integrated economic and social frameworks that govern policies providing opportunity for all. ACT strongly believes that there is a strong correlation between its vision of being a sustainable gateway to Jordan and beyond, and the society's collaborative ability to achieve these global goals and national targets.

To that end, ACT is committed to promoting the SDGs and the Jordan National Vision 2025 by aligning its corporate strategy priorities whilst highlighting and communicating how its operations contribute towards achieving them.



“ACT is today the logistical and economic backbone of the Aqaba Special Economic Zone Authority (ASEZA), serving as the preferred gateway to the region for many active markets around the world”

# ACT Value Chain

## Inputs

### Financial Capital

The financial capital provided by our shareholders delivers necessary funding for our business.



#### APM Terminals

50% + 1 share



#### Aqaba Development Company

50% - 1 share

### Skills and Expertise

The individual skills, competencies and experience of our people is the engine of our success.

ACT's unique partnership with APM brings incomparable international expertise and best-practices to the table.

### Natural Resources

We use energy and water in order to run our operations.

**186,460.87 GJ** of energy consumed

**29,661 m<sup>3</sup>** of fresh water consumed

### Stakeholder Relationships

Maintaining quality relationships with our stakeholders, particularly our customers, suppliers, employees, unions, regulatory and local communities are fundamental for growing and sustaining our business value.

## Outputs



Over

**JOD100 M**

Total Revenues in 2018



**816,369 TEU**

Total Throughput

## Outcomes

### Financial capital

**JOD 28,630,000**

Royalties



**JOD 25,628,437**

Wages and benefits for our workforce



### Skills and Expertise

**1,049**

Total workforce



**16,811**

Total training hours for our workforce



**99.43%**

Jordanian rate



### Natural Resources

**9,617 CO<sub>2</sub>**

Tonnes eq. of GHG emissions



**258,995kg**

Total waste generated



### Stakeholder Relationships

**83%**

Spending on local procurement



**JOD 122,341**

Community investments



Through our ambitions, ACT is supporting the UN Sustainable Development Goals

1 NO POVERTY  
2 ZERO HUNGER  
3 GOOD HEALTH AND WELL-BEING  
4 QUALITY EDUCATION  
7 AFFORDABLE AND CLEAN ENERGY  
8 DECENT WORK AND ECONOMIC GROWTH  
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE  
11 SUSTAINABLE CITIES AND COMMUNITIES  
17 PARTNERSHIPS FOR THE GOALS

## Our Business: transit and cargo terminal.

Container cargo gateway serving the national and neighbouring markets

### Mission:

ACT's vision is to be the Sustainable Gateway for Jordan and beyond.

### Vision:

To develop and upgrade a sustainable modern, transparent, competitive, reliable, and profitable supply chain component into Jordan, Iraq and the Levant region.

### Business Activities

Aqaba Container Terminal Pvt. Co. (ACT) is a transit and cargo terminal located on the Red Sea in Aqaba, Jordan. As Jordan's only container terminal, ACT plays a vital role in supporting the national and regional economies through the import and export of goods.

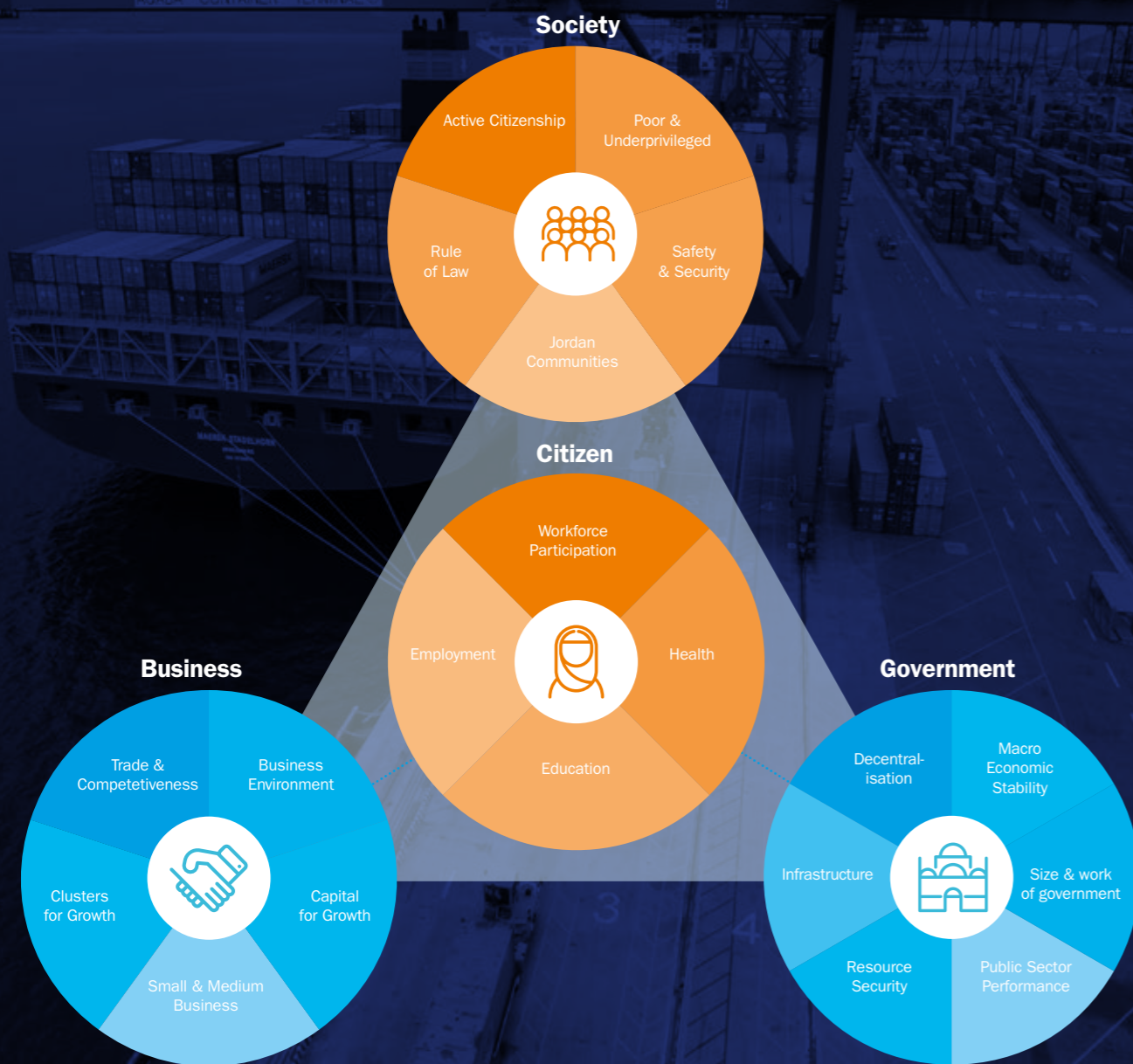
### Our Location:

Aqaba terminal is located in the city of Aqaba, in the Hashemite Kingdom of Jordan at the cross-roads of three continents and four countries.



# Inputs and Outcomes

A wide range of inputs that flow into ACT's business model allow the terminal to create value across the four pillars of Jordan's 2025 National Vision and Strategy.



INPUTS	VALUE CREATED ACROSS THE JORDAN 2025 NATIONAL VISION
<b>SKILLS AND EXPERTISE CAPITAL:</b> <ul style="list-style-type: none"> <li>• Skilled, diverse and motivated national employees</li> <li>• Experienced management team</li> <li>• Healthy and safe working environment</li> </ul>	<b>CITIZEN PILLAR:</b> <ul style="list-style-type: none"> <li>• Creating high calibre workforce and encouraging the participation of women in management positions</li> <li>• Building knowledge and expertise and creating a motivated Jordanian workforce that is equipped with the skills to succeed</li> <li>• Creating a safe and healthy work culture for employees and their families across the local community of Aqaba</li> </ul>
<b>SOCIAL AND RELATIONSHIP CAPITAL:</b> <ul style="list-style-type: none"> <li>• Effective partnerships with non-profit organisations</li> <li>• Positive relationships with local community with open communication channels</li> </ul>	<b>SOCIETY PILLAR:</b> <ul style="list-style-type: none"> <li>• An effective society based on active citizenship</li> <li>• Strong families and communities across the Kingdom</li> <li>• Protection and empowerment of those in need by providing decent life opportunities</li> </ul>
<b>FINANCIAL CAPITAL:</b> <ul style="list-style-type: none"> <li>• Handling export containers</li> <li>• Latest technologies and implementation</li> <li>• Policies and procedures that drive operational excellence</li> <li>• Capital investments and local supplier support</li> <li>• Assets and equipment</li> </ul>	<b>BUSINESS PILLAR:</b> <ul style="list-style-type: none"> <li>• Strong support to Jordan's industries and a hub for international import and export activity for Jordan and beyond</li> <li>• Wages and benefits that add direct economic value</li> <li>• Indirect economic value and employment through supply chains</li> <li>• New technologies and knowledge created for the transportation sector</li> <li>• Reinvesting revenues into terminal and equipment upgrades to prepare for future growth</li> <li>• World-class infrastructure that supports development</li> </ul>
<b>NATURAL CAPITAL:</b> <ul style="list-style-type: none"> <li>• Energy</li> <li>• Water</li> <li>• Air quality</li> <li>• Land</li> </ul>	<b>GOVERNMENT PILLAR:</b> <ul style="list-style-type: none"> <li>• Constructive engagement with government representatives and regulators</li> <li>• Sustainable long-term management of energy, water, waste, and emissions requirements</li> <li>• Conserving and protecting biodiversity</li> <li>• Increased environmental awareness amongst local communities and university students</li> </ul>

## Investing in Jordan

**ACT is the kingdom's only container terminal and a hub for international import and export activities for Jordan and beyond. The company's commitment to sourcing local employees, local goods and services, and investing in the development of the terminal's capacity, has helped stimulate Jordan's economy, environment, and society.**

Under the management of APM Terminals, ACT benefits from leading operational and commercial standards as well as from the widest pool of best practices. Over the past 10 years, ACT has invested over USD 300 million in the terminal, expanding its capacity, and improving its operations.



# ACT's Journey through the Years





# Sustainability at ACT

At ACT, success is measured by the value it creates, including the economic value to its shareholders, employees, and the communities in which it operates, as well as the contributions it makes towards creating a safe and clean environment. ACT has made every effort to present these values in a clear and concise manner so stakeholders can appreciate the company's actions, impacts, and shared goals towards the creation of a sustainable future.

# Our Sustainability Framework

### Organising our approach:

ACT's sustainability framework articulates what sustainability means to ACT. It is a reflection of the company's integrated approach to making ACT more sustainable and addresses the issues that matter most to ACT and its stakeholders.

The framework consists of six pillars anchored to our vision of being a sustainable gateway to Jordan and the Levant region. Under each pillar, ACT has a set of key performance indicators (KPIs) that are clearly linked to the company's strategic priorities and help measure ACT's progress against each element of its sustainability strategy.



# Stakeholder Engagement

ACT's sustainability management programme aims to integrate input from all stakeholders. ACT understands that open and transparent communication is paramount to continued positive relationships with its stakeholders.

This seven-category graphic shows ACT's main stakeholders. Further information about the company's key stakeholders, their expectations of ACT, and the engagement methods is found in [Appendix C](#).



# Reporting on What Matters the Most

ACT's stakeholder-driven approach to materiality serves as the foundation for our sustainability reporting process. Through understanding important sustainability issues from both internal and external perspectives, ACT can focus its sustainability reporting and strategy on what is important to our business and stakeholders at the same time.

Following our in-depth materiality assessment conducted in 2013, ACT reviews and refines its materiality matrix annually to validate and update its material issues, keeping these in line with current sustainability and business contexts. In 2018, no significant changes were made to material aspects compared to the previous year. Safety and Security remain an immutable top priority at ACT. More details about the materiality process are presented in [Appendix B](#).



# 2018 Performance Highlights

## 1,049

total workforce

## 45%

of ACT's total workforce participated in joint management-worker health and safety committees

## Zero

fatalities

## 99.43%

nationalisation rate

## 83%

local procurement

## 4,587

man-hours volunteered CSR

## 1%

improvement on water intensity

## 13%

reduction in waste levels

## 5.5%

drop in energy intensity

## 100,154K+

in revenues

## 10%

increase in environmental expenditure from previous year

## 40,719 JOD

in revenue by transforming waste into consumable products

## 15%

female representation in middle management

## 16,811

training hours

## 27%

youth representation in workforce

## 2%

Staff turnover



Launched new customer service survey

## 1.3%

reduction in waste levels

Reduced TVOC and CO emissions by **39% AND 86% RESPECTIVELY**

## 897

volunteer CSR participants

Received the Aqaba Special Economic Zone Authority (ASEZA)

### CERTIFICATE OF ENVIRONMENTAL COMPLIANCE WITH ZERO VIOLATION

## ISO 14001:2015

EMS certified

## 51

emergency drills conducted

## 10%

drop in total GHG emitted per 1,000 TEU

## 816,369

TEUs Total throughput



Received **LLOYD'S LIST TERMINAL OPERATOR AWARD**



Hosted the **2018 TRANS MIDDLE EAST EXHIBITION AND CONFERENCE**

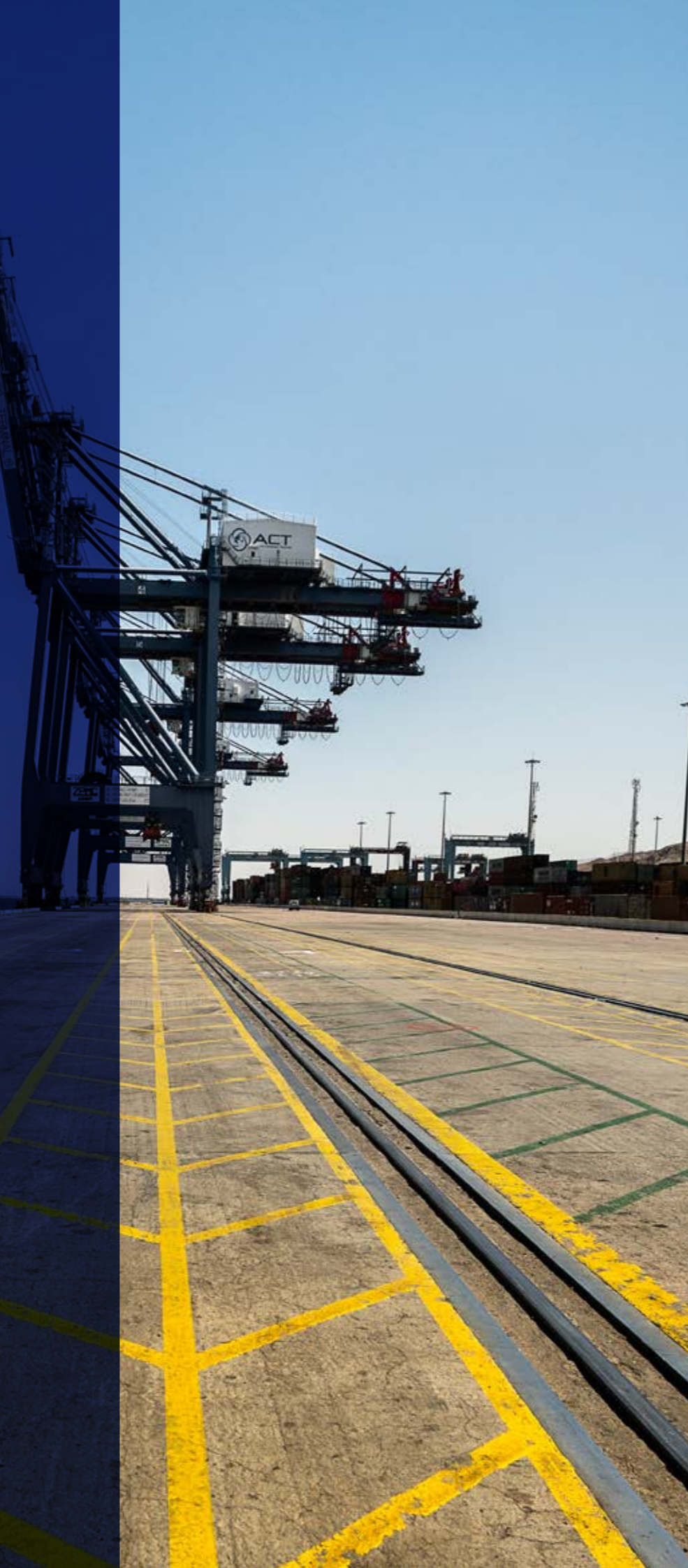
# 01

CHAPTER 1:

## Making Jordan a Terminal of Choice

Over the past decade, ACT has expanded its role from an old small feeder port to a major modern mainliner port with the capacity to handle some of the largest container ships.

Related Sustainable Development Goals:



## A Regional Gateway

While recent conflicts in neighbouring countries have led to the closure of borders, such as in Iraq and Syria, Jordan's stability remains exemplary and ACT's role only more crucial to supporting the Jordanian people and their businesses. The restricted access by road to neighbouring markets redirected the export cargo to ACT to be shipped by sea. Consequently, the full container exports witnessed a staggering 31% increase compared to 2014.

In this context, Jordan's local market has shown resilience in 2018 with an increase in the import of full containers compared to the previous year (2% increase).

Container Movements (TEU)

	2014	2015	2016	2017	2018
<b>Total Throughput*</b>	781,291	758,218	792,841	796,087	816,369
<b>Full Export</b>	86,940	111,241	118,912	125,767	113,731
<b>Transit</b>	51,850	19,546	9,282	6,281	11,862
<b>Full Import</b>	393,962	377,995	398,914	401,759	410,754

\*Total throughput contains both full and empty containers, while export, transit and import performance represent full containers only



**31%**

increase in full container exports since 2014



**4%**

increase in import of full containers in Jordan compared to 2014

### ACT – a gateway to the Levant region and beyond

In 2018, ten of the largest global shipping lines, jointly controlling more than 80% of the global container line capacity, called at ACT, giving the Jordanian and Iraqi business community a wide choice of carriers and extensive access to global import and export markets.

These new service lines present many new opportunities for investors, traders, importers, and exporters, which will further contribute to the socioeconomic progress in the Kingdom. ACT takes an active role in promoting Aqaba as a strategic regional trading hub, and the preferred gateway to the Levant region.

To further strengthen ACT's competitiveness as a gateway to Iraq, ACT worked with Jordan Customs to introduce new pre-arrival clearance protocols. Containers in transit to Iraq are now able to reach the border within 36 hours from discharge at Aqaba, using a new pre-arrival clearance process, and Baghdad in just 48 hours after discharge in Aqaba. Containers of cargo in transit to Iraq will not require cross-stuffing at the border anymore, allowing seamless transportation from Aqaba to the final cargo destination in Iraq.

ACT's new endeavours in Iraq affirm its position as the growing logistics and transportation hub of the region. Looking ahead, ACT is prepared to serve the rest of the Levant, including but not limited to the Northern side of Saudi Arabia, Syria and Palestine.

#### Every Global Shipping Line calls Aqaba Container Terminal

Vessel size: from 1,700TEU feeders to large 15,000TEU ship

Direct links from/to Far East, Europe, Indian subcontinent, Arab Gulf & US East Coast



#### ACT- Iraq's Unique Gateway on The Red-Sea

- 1. **Direct access to your markets** ▶ Top 10 global carriers have direct calls at Aqaba Direct connections to/from your key markets
- 2. **Faster Ocean transit time** ▶ eg: Chicken from Brazil (Itajai) Meat and Fruits from Latin America, USA and Europe
- 3. **Lower Sea-Freight rates** ▶ Large vessels: 80% > 300m lond, 30% > 14,500TEU Vast open capacity on the ships calling Aqaba
- 4. **Lower Port charges for Iraqi Cargo** ▶ 40% reduction on Terminal Handling Charges Competetive storage solutions
- 5. **Fast Cargo Transit** ▶ 36 hours from discharge to Trebil border 48 hours from discharge to Baghdad
- 6. **Support the trucking and logistics industry** ▶ Direct employment for Jordan and for Iraqi operators Improve stability in the region
- 7. **Support Iraqi trade and industries** ▶ Lower logistic cost using Aqaba as supplementary gateway to Iraw's already strong port infrastructure

## Awards and Recognition

**ACT's hard work since 2006 has ensured that its operations are efficient, safe, and reliable in the most sustainable way possible. We are proud of our achievements thus far and humbled by the recognition and accolades received from esteemed peers and organisations from our industry.**

ACT was awarded and nominated in recognition of its achievements in the areas of sustainability, operations, environment, and health and safety. These are all very important areas of our business. ACT is committed to continuously improve and make progress in these as well as other material areas of our business in the coming years.



#### Below are highlights of awards and recognition that ACT has received since 2015:

- **Lloyd's List Terminal Operator Award:** In 2018, ACT was recognised in Dubai by maritime intelligence specialist Lloyd's List, receiving the Terminal Operator Award during their South Asia, Middle East & Africa Award ceremony. ACT is recognised for its overall performance, including safety records, operational efficiency and customer care performance.
- **Most Sustainable Port Development Award:** In 2017, ACT received the Most Sustainable Port Development Award from the panel of judges of the Transport Arabia Excellence Awards held in Dubai.
- **Nominated finalist for Lloyd's List "HPH Environment" Award:** For three years in a row, Lloyd's List has nominated ACT as a finalist for the Middle East and Indian Subcontinent "Hutchinson Ports Holding (HPH) Environment" Award. ACT is recognised for promoting a conscious environmentally friendly approach to its business operations.
- **Nominated finalist for Lloyd's List "Safety" Award:** For three years, Lloyd's List has nominated ACT as a finalist for the Middle East and Indian Subcontinent "Safety" Award. ACT is recognised for its dedication to upholding the highest standards of safety.
- **Nominated finalist for Lloyd's List "Port Operator" Award:** For three years, Lloyd's List has nominated ACT as a finalist for the Middle East and Indian Subcontinent "Port Operator" Award. ACT is recognised for its unconditional support to the export industry in critical times.
- **Workplace Safety and Health Award:** In 2016, ACT was once again recognised by the Jordanian Social Security Corporation for its achievements in exceeding all health and safety standards and benchmarks.
- **APM Terminals Global Safety Performance Award:** In 2016, ACT received the APM Terminals Global Safety Performance Award at APM Terminals' Global Leadership Conference in Rotterdam, in competition with the global APMT network of more than 72 port terminals.



# 02

CHAPTER 2:

## Foundation for Excellence

Along with safety, operational efficiency is at the core of ACT's business. ACT is constantly identifying areas for continuous improvement in its operational performance to make the best use of resources and infrastructure, and to meet and exceed the highest international standards.

Related Sustainable Development Goals:



## Operational Efficiency

Since 2006, ACT has worked relentlessly to deliver the best service and ensure the ongoing expansion and enhancement of its terminal operations. Over the past 10 years, it has invested heavily in strategic projects and drastically increased the terminal's capacity, productivity, and efficiency.

We are pleased to report that our commitment to continuous process improvement programmes has yielded positive results. Total throughput increased by 4% from 2014 to 2018. Gross crane productivity increased by 27% between 2014 and 2018. Similarly, positive results were noted for truck turnaround time that decreased by 34% and dwell time for full import that decreased by 17% over the same period with the commended support of the Jordan customs authorities.

Even though ACT's operational cost intensity has increased over the past five years, ACT has managed to decrease its operational cost intensity by 1.6% since 2014.

Operational Efficiency

	2014	2015	2016	2017	2018	5-Year Trend
<b>Total Throughput</b>	291,781	758,218	792,841	796,087	816,369	4%
<b>Gross Crane Productivity*</b>	26.92	30.32	33.8	34.67	34.14	27%
<b>Truck Turnaround Time (Hours)</b>	0.89	0.86	0.63	0.56	0.59	-34%
<b>Dwell Time for Full Import (Days) **</b>	11.7	11.9	10.14	8.99	9.74	-17%
<b>Operational Cost Intensity (JOD/Move)</b>	122	149	125	113	120	-1.6%

\* The Gantry Crane Moves Per Hour (GMPH) for the terminal has been impacted over the years due to external influences. The reported number is the gross value prior to any adjustments for Force Majeure events, despite this, the performance of the terminal is still improving.

\*\* We report a dwell time value, but it is not a measure of ACT performance. Rather it is an indicator as to the use of the terminal as a storage facility due to inefficient clearance processes and customer choice. Higher dwell times lead to higher utilisation of the terminal, reducing efficiency and limiting throughput capacity of the terminal.

### Customer Satisfaction

Receiving feedback from customers is an important indicator of how ACT is doing. The results enable the company to learn more about customers' needs, and what ACT can do to further enhance their business experience. To that end, ACT is committed to the development and maintenance of healthy customer relationships by delivering second to none services.

Because ACT operates in a fast-developing business environment, the company decided to apply a new customer satisfaction measurement methodology, Net Promotor Score (NDS), in which the company reconsidered the content of its Customer Satisfaction survey to ensure the valuable customers' feedback enables ACT to take actions on clearly identified "pain points".

The NDS is a valuable index that measures the willingness of customers to recommend a company's products or services to others. It is used as a proxy for gauging the customer's overall satisfaction with a company's product or service and the customer's loyalty to the brand.

In 2018, 62% of customers surveyed were satisfied with ACT's services while 23% were very satisfied with ACT's services. We are proud of these results and we will work hard to maintain high scores and improve the areas that we can.

**62%**   
satisfied customers

**23%**   
very satisfied customers

## Continuous Improvement

**ACT is dedicated to increasing the effectiveness of its business operations, while at the same time reducing its environmental footprint. These improvements range from simple changes in our day-to-day work approach to major shifts in procedures across ACT.**

Seeking continuous improvement for our processes is at the core of everything we do. In an effort to enhance the quality of our services as well as our health and safety culture, we implemented several improvement projects in 2018. Credit was given to those involved in the creation of the projects.

### RDT Devices Safety Message

In an effort to raise employees' safety awareness, a safety message that would appear on all RTD devices was created in 2018. These messages are customised per equipment to reflect and focus on the hazards that might face the equipment operator. The message also includes general safety guidelines for all to adhere to. The design and the wording of the message reminds the operator of the work environment and that safety is ACT's number one priority.



We believe that repetition is the key to successful communication. Through the RDT devices safety messages, our staff receives a daily safety talk at the beginning of each shift, a safety briefing at the end of each shift, and periodic safety meetings with the execution management team. This added message will fortify our quest for safety driven operations.

### RTG Trolley Function Improvement

In order to improve RTG's operational efficiency, an idea to extend the period of up-to 5 seconds of RTG Trolley while handling containers was proposed. This would increase operational efficiency, increase the number of handle containers and reduce equipment fuel consumption. The idea was proposed to the operation management and engineering management teams, and acquired immediate approval and support.

### Repairing Main Road

ACT completed the pavement repair project to repair all damaged pavement holes across the yards that directly impact our vehicles and their availability to work.

The project was executed with high coordination between all related departments to minimise the impact caused by the closing of the work area on our usual activities.



# Financial and Economic Performance

ACT is proud of its contributions to the economy and the well-being of the community, distributing the economic value it generates through wages, benefits, taxes, royalties, and payments to investors.

In 2018, ACT ended the year with revenues of JOD 100,154,000, an increase of 8% compared with the previous year. ACT also contributed over JOD 30 million in royalties and taxes for the government – revenues that help fund public sector programs, including education, health care and infrastructure.

### Financial Performance (JOD)

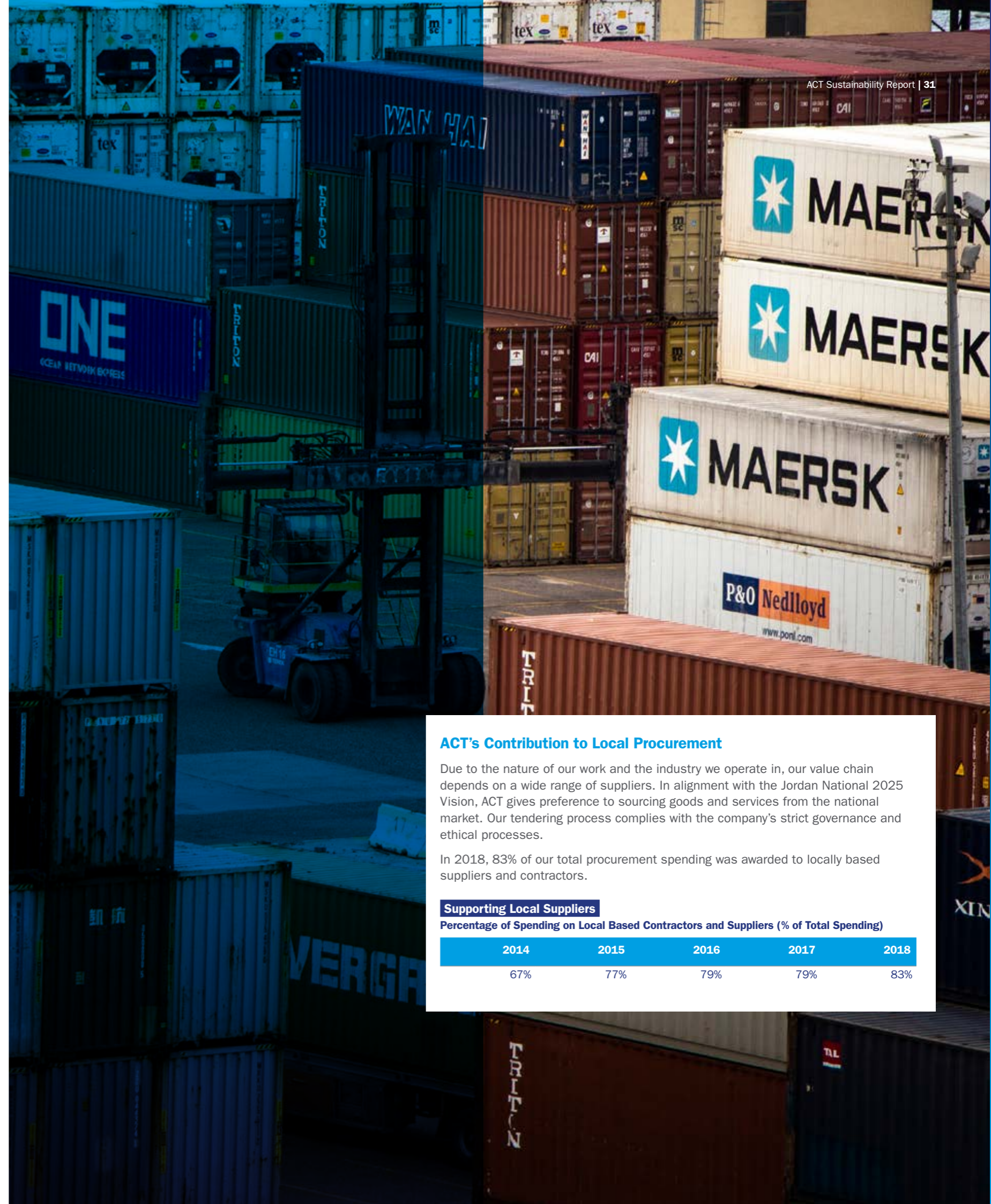
	2014	2015	2016	2017	2018
<b>Revenues</b>	99,039,000	111,563,000	97,950,000	92,440,000	100,154,000
<b>Year-to-year variance</b>	15%	13%	-12%	-6%	8%
<b>Operating Costs</b>	62,954,000	73,400,000	63,759,000	58,350,000	61,381,000
<b>Year-to-year variance</b>	24%	17%	-13%	-8%	6%
<b>Royalties Paid</b>	28,881,000	38,555,000	29,433,000	25,290,000	28,630,000
<b>Taxes Paid</b>	1,284,000	1,171,000	1,189,000	902,200	1,400,000
<b>Cost Per Container Moved</b>	157	188	157	146	154
<b>Return on Invested Capital</b>	11.7%	13.1%	12.5%	12.6%	16.0%

**+100m**

revenue generated in 2018 (JOD)

**+30m**

in royalties and taxes for the government (JOD)



### ACT's Contribution to Local Procurement

Due to the nature of our work and the industry we operate in, our value chain depends on a wide range of suppliers. In alignment with the Jordan National 2025 Vision, ACT gives preference to sourcing goods and services from the national market. Our tendering process complies with the company's strict governance and ethical processes.

In 2018, 83% of our total procurement spending was awarded to locally based suppliers and contractors.

### Supporting Local Suppliers

Percentage of Spending on Local Based Contractors and Suppliers (% of Total Spending)

	2014	2015	2016	2017	2018
	67%	77%	79%	79%	83%



# Good Governance

**Solid ethical business practices are the foundation of business success. Consequently, ACT has adopted transparent, structured, and monitored reporting and governance systems to prevent corruption, fraud, and illegal actions.**

## Business Ethics and Compliance

ACT and APM Terminals share the same strong values: constant care, humbleness, uprightness, our employees, our name. These values are instilled in each and every employee working at ACT. Our Code of Conduct gives guidance and provides resources to make sure everyone working at ACT performs work with the highest standards of ethics.

In 2018, a control review of ACT was conducted by the Governance, Risk and Compliance (GRC) department, which came as part of the regular GRC's control monitoring activities. This visit was important for ACT, and the result showed that internal control standards are being implemented effectively. This in turn contributes to reduced risks and protects ACT's assets and increases the confidence of its shareholders and partners.

APM Terminal's Group Internal Audit conducted a 3-day Fraud Vulnerability Assessment at ACT during 2018. The result of this assessment and review was positive and encouraging, highlighting that controls were effectively implemented.

ACT, in collaboration with APM Terminals, held a two-day workshop entitled "Commitment and Compliance" for a wide range of employees and clients. The workshop covered several topics such as the standards and principles of giving and accepting of payments, grants or other items of value associated with the business.

In 2018, ACT developed an in-house system to monitor disciplinary actions and another to monitor the claims progress. These systems aim to enhance reporting and tracking while offering an automatic monitoring solution.



## Whistleblowing and Grievance Mechanism

Our internal anonymous whistleblowing system enables our employees to report any cases of suspected illegal activities, including but not limited to fraud, corruption, insider-trading, competition law breaches, foreign trade controls violations, deliberate breaches of security, harassment and discrimination.

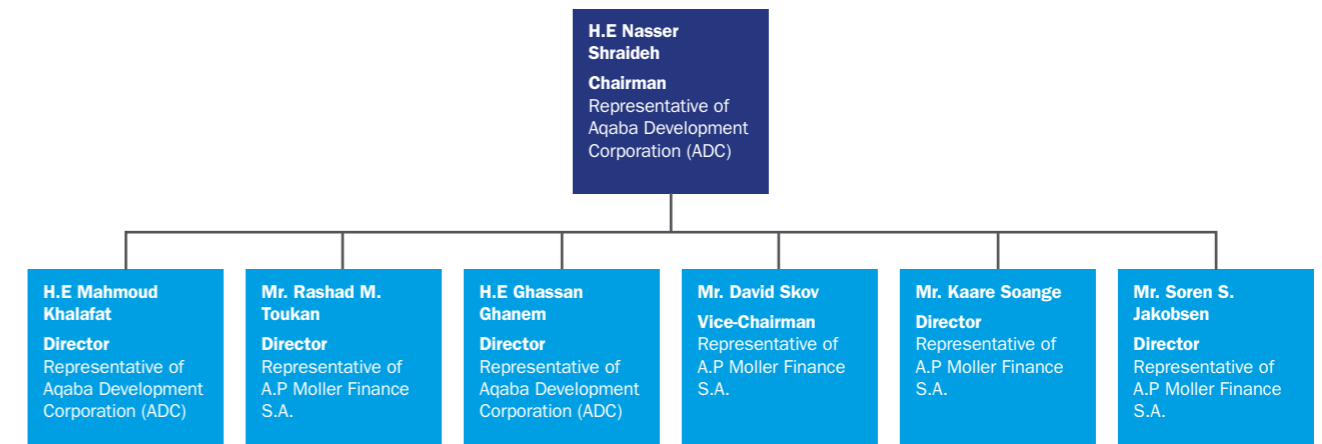
Additionally, ACT has a "contact us" webpage for external stakeholders to submit concerns. The ACT customer service desk addresses the issues and sends a follow-up email to the person who shared their feedback.

In 2018, ACT rolled out new internal disciplinary action and claims systems. The new system allows for automatic monitoring of cases and improves the follow up, reporting and tracking of data and information.

## Board of Directors

ACT's Board of Directors is made up of seven non-executive and fully independent members, with three representatives from Aqaba Development Corporation (ADC) and four representatives from A.P Moller Finance S.A. Board meetings are held on a quarterly basis, setting the overall objectives and direction for the company and ensuring ACT's full compliance with corporate governance. ACT's CEO reports directly to the Board of Directors.

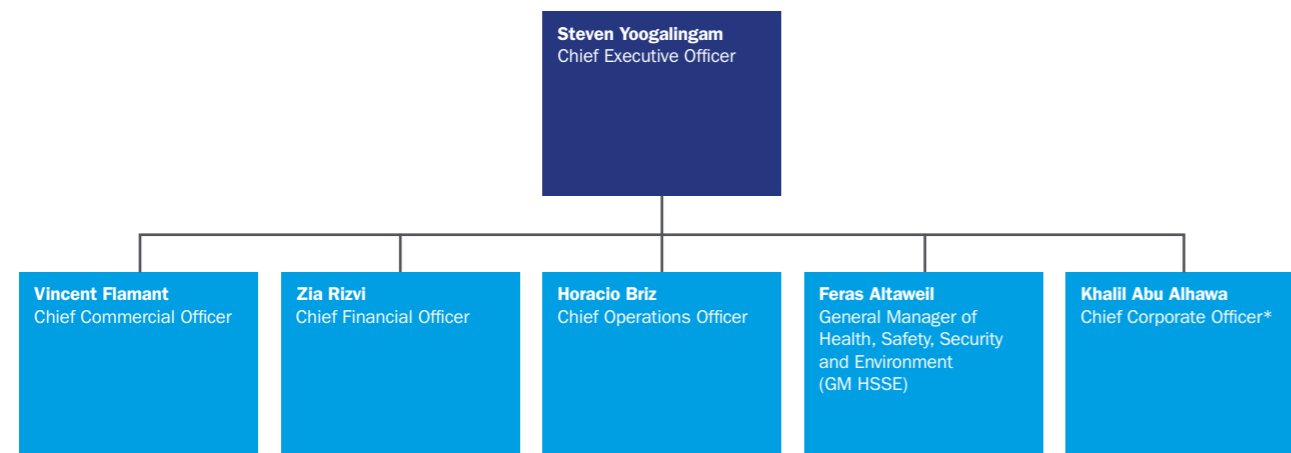
The Audit Committee is a permanent sub-committee of the Board. Its role is to guarantee the effectiveness of internal control systems, compliance and statutory requirements, risk management, internal audit and compliance. It consists of two independent members represented by ADC and A.P Moller Finance S.A. The Audit Committee meets twice a year and is steered by ACT's Internal Auditor.



### Senior Management Team

The ACT Senior Management Team, led by Mr. Steven Yoogalingam, is responsible for the day-to-day management of ACT's business. The Senior Management Team represents more than 75 years of collective experience in shipping and logistics and are well qualified to conduct their mission.

The management approach is defined by continuous engagement, creating an open management structure where all employees are encouraged to communicate directly with relevant parties, from line management to the CEO.

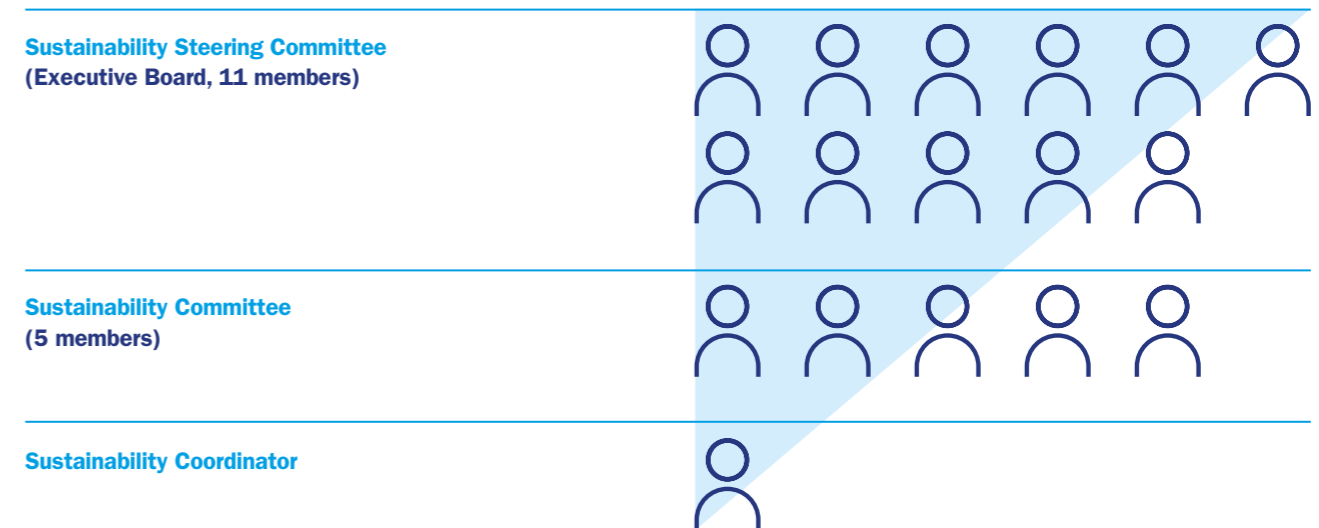


### Board of Directors

	2014	2015	2016	2017	2018
Percentage of independent directors	100%	100%	100%	100%	100%
<b>Breakdown by age:</b>					
< 30	0	0	0	0	0
30-50	2	1	3	2	2
> 50	5	6	4	5	5

### Sustainability Governance

Sustainability governance at ACT is integrated into every aspect of the business. The sustainability committee comprises of five employees from commercial, operations, human resources, finance and HSSE departments. The team is responsible for the monitoring and analysis of sustainability performance, producing ACT's annual sustainability report, and collaborating with other terminals for industry-wide sustainability initiatives such as the Global Safety Day. The Sustainability Steering Committee comprises of 11 members including the executive management team and sustainability committee members.



# 03

CHAPTER 3:

## Operating Responsibly

ACT's commitment to safety and excellence in its operations define the way in which business is conducted. Risk management, employee training and visible leadership are the foundation of ACT's safety and environmental programmes. ACT invests strategically to minimise its environmental impact and upholds the highest environmental and safety standards.

Related Sustainable Development Goals:



## Health and Safety

Safety is the responsibility of every person in the workforce. The large, heavy and mechanical nature of moving containers, both from ship to shore and within the storage yards, as well as the process of securing or lashing containers to ships and transport trucks, require particular attention to be executed in a safe manner. Since 2012, ACT has implemented a 'separation of man from machine' programme to protect employees and contractors from traffic accidents.

ACT adheres to the FATAL 5 Standards of APM Terminals. We remain committed to eliminating operational risks, applying best practices and spreading awareness on health and safety. All of our employees and contractors are trained in health and safety practices. For the fourth year in a row, no fatalities were reported.

The "Fatal 5"



**Transportation**

Safeguarding people and equipment in operations through a focus on hard barriers where possible.



**Suspended Loads and Lifting**

Ensuring our equipment and work practices minimise exposure to personnel.



**Working at Heights**

Ensuring controls have been implemented for the safe working at heights.



**Stored Energy**

Identifying, isolating and controlling stored energy on site prior to people undertaking work activities.



**Contractor**

Ensuring contractors are capable of undertaking activities in a safe and efficient manner.

In 2018, APM Terminals auditors evaluated safety working conditions and the progress of the Fatal 5 standards implementation at ACT. The auditors interviewed randomly selected employees from different departments. The audit results, which reflect how ACT is performing and identifies areas of improvement, were shared with ACT's management.

ACT encourages its employees to report on unsafe acts and conditions. These safety observations stimulate proactive preventions of incidents and help improve safety in the workplace. During 2018, 5,951 safety observations were reported.

ACT seeks to continuously enhance the culture of employee involvement, and one way to do so is through joint management-worker committees through which employees engage in proactive discussions and decision-making on health and safety issues across the company. In 2018, 45% of ACT's total workforce participated in joint management-worker health and safety committees.

**Safety Performance**

	2014	2015	2016	2017	2018
<b>Lost Time Injuries Frequency Rate (Per Million Man Hours)</b>	0.96	1.65	1.34	1.79	1.78
<b>Fatalities (Contractors and Employees)</b>	1	0	0	0	0
<b>Employees Trained in Health and Safety Practices</b>	100%	100%	100%	100%	100%
<b>Contractors Trained in Health and Safety Practices</b>	100%	100%	100%	100%	100%
<b>Sick Leave (Number of Days)</b>	4,452	10,384	9,610	10,420	9,463
<b>Reported Near Miss Incidents</b>	240	148	143	39	305
<b>Safety Observations Reported (Unsafe Acts and Unsafe Conditions)</b>	3,850	3,817	5,681	7,133	5,951
<b>External Safety Audits</b>	3	6	3	1	1

After seeing a rise in sick leaves, ACT rolled out a new sick leave policy to reverse trends. ACT shared the new policy with all employees and conducted awareness sessions to managers and department heads. As a result, the total number of sick leaves decreased by 9% in comparison to the previous year. This decrease can be also attributed to ACT's successful prevention campaigns and early identification on employees at risk.

Lost time injury is a work-related incident that results in time lost from work. It is a metric used to measure the success of our safety program. We implement strict requirements to report minor events across ACT, for example, minor cuts and slips which contribute to an increase in frequency. This reflects a positive improvement in reporting rather than occurrence. In 2018, ACT recorded a 1.78 lost time injury frequency (per million man-hours) down from 1.79 in 2017. At ACT, health and safety is of paramount importance.

**Implementing GIZMO Incident Reporting Tool**

We recognise that for a risk management system to be effective, the behaviour and attitude of staff members is just as important as providing safe equipment, systems and procedures. The attitudes and values regarding safe working conditions are important factors that influence our safety approach and performance.

In 2018, ACT introduced APM Terminal's GIZMO system for staff to record safety observations. This is a comprehensive system that allows for incident reporting in a 'no-blame' context while focusing on taking actions. The GIZMO system automatically classifies accident severity based on certain questions and promotes a positive safety culture through its user-friendly features and its stepped process.

Our HSSE staff was trained on how to use this beneficial tool. A FAQ page was launched, and cheat sheets were circulated.

More than 5,000 safety observations were recorded in GIZMO in 2018 by employees in different ACT departments. This helped to correct unsafe conditions or acts that could have led to accidents, damages or injuries.

By involving employees, the GIZMO system promotes a safe work environment and creates a positive safety culture.



### Emergency preparedness and response

In all its planning activities, ACT strives to reduce risks by all means possible. ACT maintains strong emergency preparedness and response systems that are focused on regularly testing and improving ACT's response tactics and effective partnerships with local, regional and international first-response agencies and authorities.

ACT regularly conducts drills and exercises for all types of emergencies, security, environment and safety as part of its safety management system. These drills assess ACT's readiness and emergency preparedness on handling hazardous materials spillages, firefighting and evacuation in case of fires or spills. During the reporting year, 51 emergency drills were conducted.

In 2018, ACT added a new state of the art ambulance vehicle to its fleet to provide medical response services its employees, contractors, clearance agents and authority employees in case of emergencies.



### Employees Medical Checks

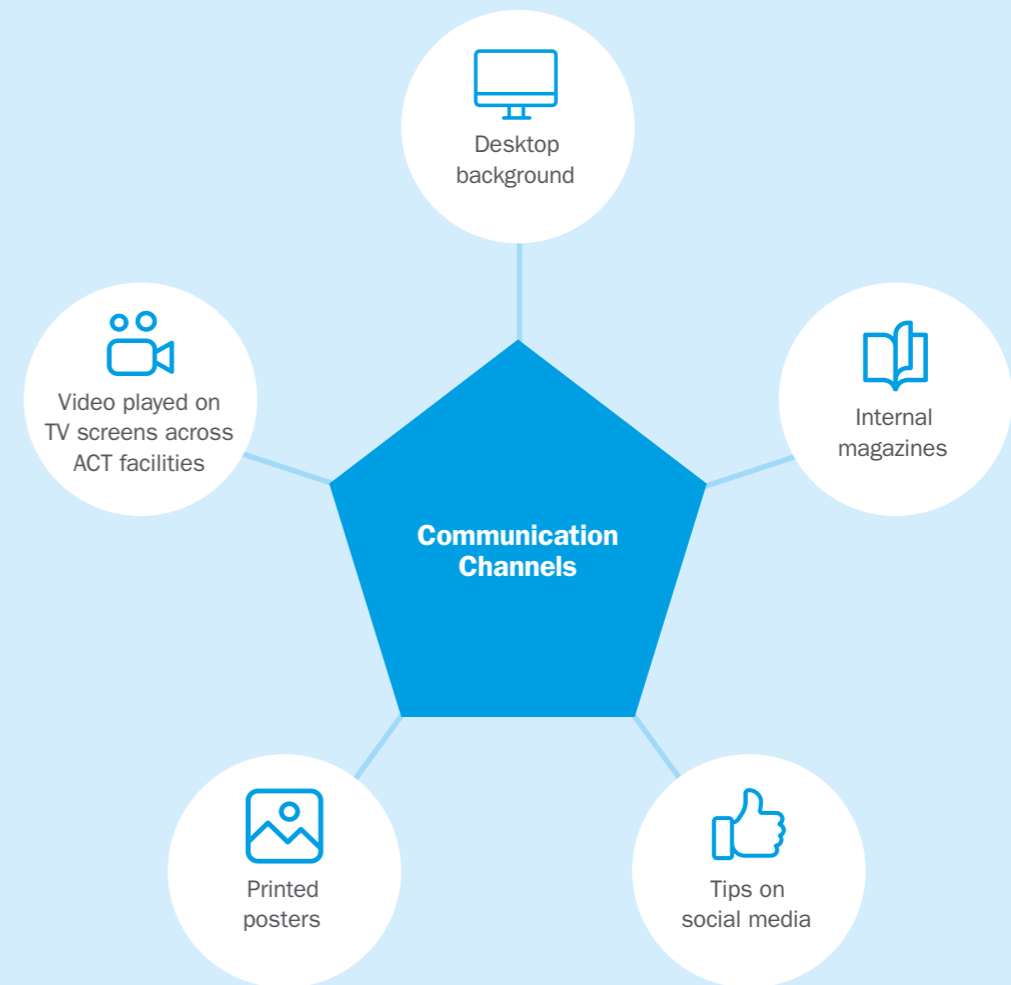
ACT seeks to prevent inherent occupational health risks and requires all its employees to undergo periodic medical examinations. These examinations allow ACT to carefully monitor and evaluate potential health risks. The goal of these checks is to determine whether an employee is fit to perform his/her job without risks. In 2018, 95% of employees underwent the examinations, including visual acuity, hearing assessments, lung efficiency and blood pressure tests.



### Safe Driving Campaign

ACT recognises that road safety is a shared responsibility, and seeks to play its part to improve road safety for everyone. To this end, ACT focused its efforts and investment on proactively engaging its employees and the community to make their journeys safe.

In 2018, a safe driving campaign was implemented by the internal communication committee to highlight the safe driving messages for ACT employees and the community as a whole. To ensure maximum engagement, we communicated key safety driving messages across five different communication channels.



### Key messages of the safe driving campaign

- Avoid driving distraction
- Avoid speeding
- Check the vehicle before starting your trip
- Make sure to wear your seat belt
- Follow traffic signs and warning signs
- Be back home safely

**Meet our road safety experts:**



**Traffic Awareness Training Course**

In cooperation with the Jordan Traffic Institute and as part of its focus on road safety, ACT organised an awareness training session for workers in the field of machines and transportation to increase the level of traffic safety and build a strong traffic safety culture.

The traffic course included awareness lectures on dealing with machines, safety and traffic issues, different safety

situations, the traffic system in Jordan and the traffic points system, in addition to driving in difficult circumstances and the use of mobile phones while driving.

Courses included both theoretical and practical training on all methods and types of accident prevention.

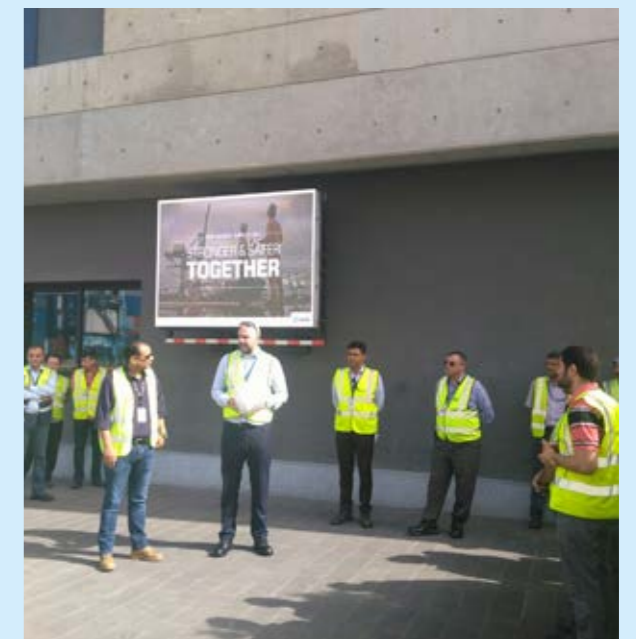
**Global Safety Day**

In 2018, ACT celebrated Global Safety Day under the theme “Safer and Stronger Together”.

During the day, multiple safety talks took place in Operations, Engineering, and HSSE departments about the importance of safety in the work environment.

The comprehensive awareness session comprised of safety talks given to employees, urging them to fulfil their responsibilities in a way that maintains a safe working environment, and stressing the role all employees play in ensuring a safe business environment.

As part of ACT’s Global Safety Day celebrations, and in line with APM Terminals’ Fatal 5 safety training, ACT actively pursues ways of reducing accidents and work injuries, including those related to truck drivers. In 2018, ACT conducted structural and formal safety inductions for over 2,000 external truckers.



# Environmental Performance

**Environmental management enables ACT to optimise its environmental footprint by conducting higher levels of activity with a lower environmental impact. It also creates significant value for ACT by reducing the consumption of energy and resources as well as reducing the cost of waste management.**

ACT recognises the important role it can play in Jordan and its ability to positively influence the environmental behaviours of its customers, suppliers, contractors, partners and local community.

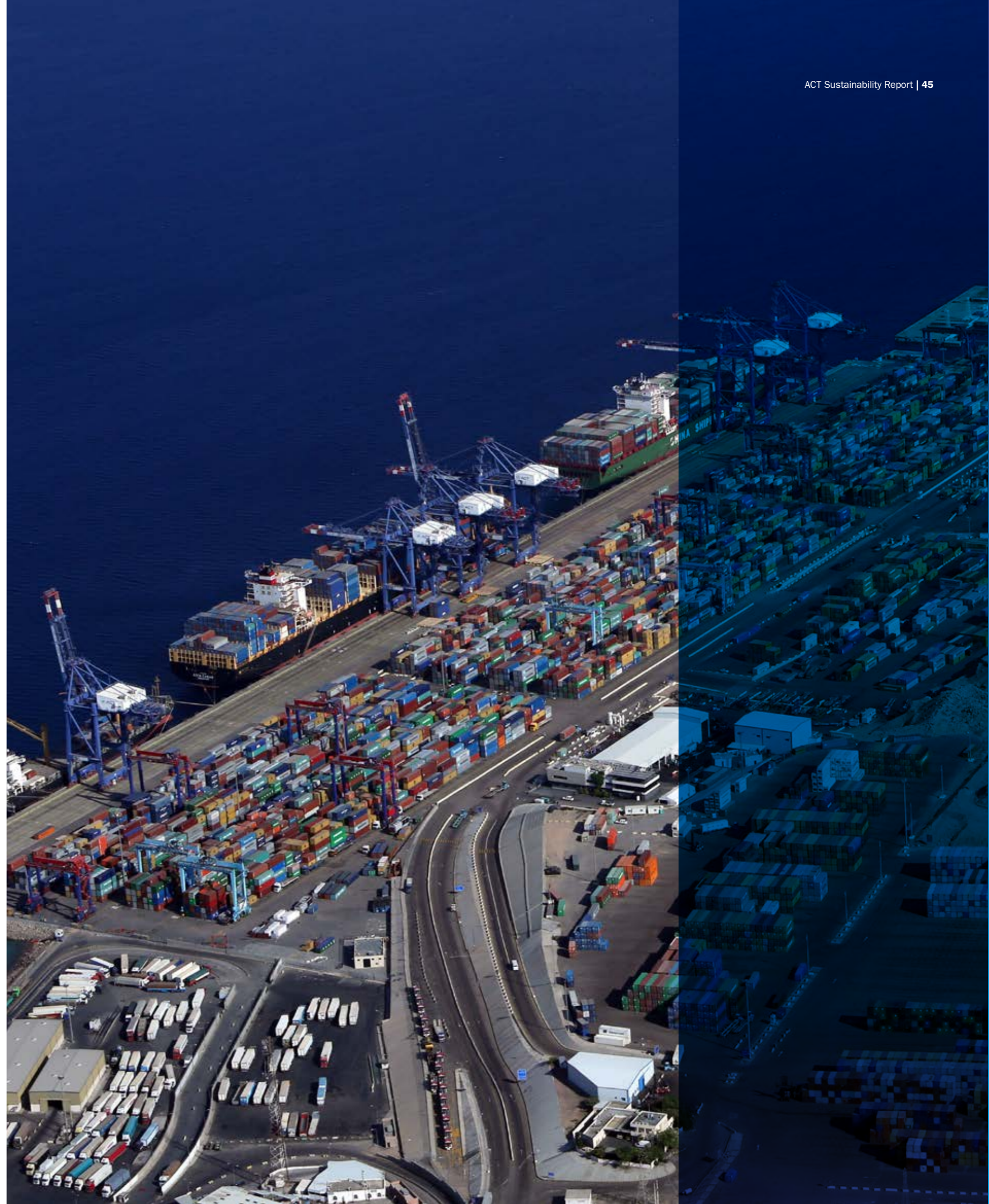
The protection of the environment is embedded into ACT operations and careful attention is given to GHG emissions, energy efficiency, water consumption, waste management and oil spill prevention. For the past three years, ACT has dedicated more than JOD 281,800 in investments solely for environmental protection.

## Environmental Expenditure (JOD)

	2014	2015	2016	2017	2018
Environmental Protection Expenditure	18,000	65,280	67,280	62,500	68,755

**281,815** 

in investments solely for environmental protection (JOD)



### Go Green

ACT was heavily involved in the “Go Green 2018” campaign.

Lead by 5 of the largest ports and terminal operators in the world, the “Go Green Global” initiative was the first ever joint industry environmental awareness programme of such magnitude.

In 2018, ACT implemented four initiatives as part of its participation in the Go Green » campaign:



A series of awareness sessions about the effect of plastic on both health and the environment. Brochures and water bottles were distributed to each employee to replace the use of disposable plastic cups inside the terminal;



For the fifth year in row, and in collaboration with the Environmental Police in Aqaba, Aqaba Logistics Village (ALV), the Royal Marine Conservation Society of Jordan (JERDS), Fishermen Association, as well as the Aqabawi start-up, ACT employees from different departments participated in a beach clean-up campaign by collecting sea waste;



A diving activity took place at RORO berth as part of ACT’s efforts in taking care of the coral reef and saving the marine life by cleaning the area from plastics and solid waste which sank into the sea. This activity was carried out by the ACT Diving team and the Royal Marine Forces (NAVEY) in Aqaba;



Raising awareness of the local community on plastic pollution, was done by distributing brochures in a local weekly free newspaper. They were sent to citizens’ homes in Aqaba city under the theme of “Beat the plastic pollution” and the activity covered 5,000 houses.



### Environmental Compliance

As a result of our commitment to become more environmentally friendly than ever before, ACT continues running on the ISO 14001:2015-certified Environmental Management System (EMS) in Jordan, and only the second outside of Europe to operate under the coveted EcoPort label with an effective Port Environmental Review System.

In 2018, ACT received the “Sixth Environmental Letter of Compliance with local Environmental laws and regulations certificate” issued by ASEZA – Aqaba as part of its certified ISO 14001:2015 EMS, conforming with all environment and safety rules, company policies, and governance rules.

### Energy Management

Given that ACT’s operations are inherently energy intensive, the company recognises its responsibility to improve its energy efficiency. Reducing ACT’s energy consumption not only makes good business sense as it reduces costs, but it also helps minimise its environmental footprint. In a country like Jordan where resources are scarce, effective energy management is about operating responsibly.

Electricity drawn from the Aqaba municipality is used to power some of ACT’s machinery as well as the terminal lighting system, whereas diesel is typically used for ACT’s fleet of vehicles and some handling equipment.

While our activity increased by 2.5% (TEU throughput), our energy consumption was reduced by 6%. The RTG idling system among other measures contributed to a remarkable 18% decrease in fuel consumption. The increase in electricity consumption was marginal and the total energy intensity for the terminal improved by 8%.

#### Energy Performance

	2014	2015	2016	2017	2018
<b>Electricity (kWh)</b>	15,460,300	16,657,330	15,290,040	12,330,824	12,752,223
<b>Electricity intensity (kWh per TEU)</b>	19.8	22.0	19.3	15.5	15.6
<b>Total fuel consumption (litres)</b>	3,962,420	4,685,154	4,275,200	3,956,262	3,631,857
<b>Fuel intensity (litres per TEU)</b>	5.1	6.2	5.4	5.4	4.4
<b>Total Energy consumption (GJ)*</b>	209,002.73	241,281.85	220,494.38	197,498.31	186,460.87
<b>Energy intensity (GJ/TEU)</b>	0.27	0.32	0.28	0.25	0.23

\* Figures have changed due to improved calculation methods

**8%** 

improvement in total energy intensity

**18%** 

decrease in fuel consumption



### Climate Change and GHG Emissions

ACT is concerned about the role of Greenhouse Gas (GHG) emissions in climate change. Every year, ACT reviews its emissions and assesses possible mitigation measures to manage emissions at all operational levels, within and beyond the national targets.

Building on the positive outcome of last year, ACT was again able to reduce its GHG emissions from fuel consumption by 8% and reduce the total GHG emitted per 1,000 TEUs by 10% in 2018.

In compliance with the ASEZA requirements, ACT monitors the noise and air quality of its facilities to ensure the noise and air emissions of Sulphur Dioxide (SO<sub>2</sub>), Nitrogen Dioxide (NO<sub>2</sub>), Total Volatile Organic Compounds (TVOC), and Carbon Monoxide (CO) are within approved limits.

In 2018, ACT reduced its TVOC and CO emissions by 39% and 86%, respectively. ACT continues to improve ambient air quality through continuous maintenance improvement programs and lower fuel consumption.

#### GHG Emissions

	2014	2015	2016	2017	2018
<b>Total Greenhouse Gas Emitted from Fuel Consumption (CO<sub>2</sub> tonnes eq.)</b>	10,492	12,433	11,321	10,476	9,617
<b>Greenhouse gas emissions from electricity consumption (Metric Tonnes of CO<sub>2</sub>e)</b>	4	4	4	3	3
<b>Total Greenhouse Gas Emitted per 1,000 TEU</b>	13.40	16.40	14.25	13.16	11.78

#### Air Emissions\*

	2015	2016	2017	2018
<b>NO<sub>2</sub> (PPM)</b>	0.02	0.02	0.02	0.02
<b>SO<sub>2</sub> (PPM)</b>	100.00	100.00	100.00	100.00
<b>TVOC (PPM)</b>	9.28	9.28	0.31	0.19
<b>CO (PPM)</b>	3.06	3.06	1.96	0.27

\* ACT started monitoring its air emissions in 2015.

**10%** 

reduction in GHG emissions (per 1,000 TEUs) from fuel consumption in 2018

**86%** 

reduction in CO emissions in 2018

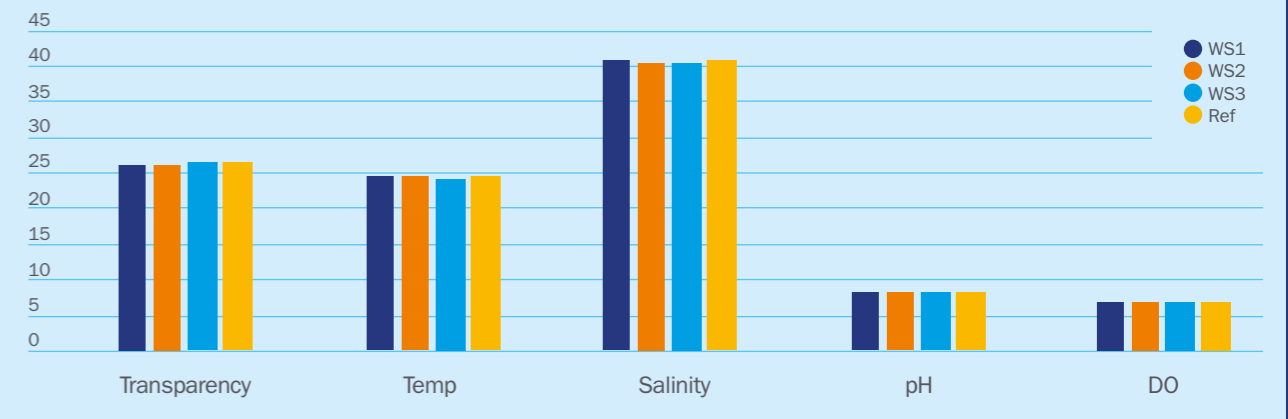
### Water Management

Given that ACT operates in one of the world's most water scarce countries, water management is on the company's highest list of priorities. Over the years, ACT has developed and maintained an effective water management strategy, which focuses on five areas: maintenance, water conservation, education, and retrofitting of machinery and tanks. The introduction of water efficiency measures back in 2017 allowed ACT to improve its water consumption intensity compared to previous years. In 2018, water consumption intensity was even slightly reduced by 1% when compared to 2017.

#### Sea Water Monitoring Program

In alignment with ASEZA environmental law requirements, ACT initiated the implementation of the sea water monitoring programme in cooperation with the Aqaba Marine Science Station. The programme helps monitor the impact of ACT's operations on sea water and monitors physio-chemical biological characteristics such as sea water transparency, salinity, pH, nutrients, dissolved oxygen, hydrocarbons and chlorophyll. Results are compared with the baseline established by the Marine Science Station in the last 8 years.

#### Sea Water physical variables & characteristics 2018



#### Water Consumption

	2014	2015	2016	2017	2018
<b>Water intensity (m<sup>3</sup> per 1,000 TEU)</b>	40.4	49.7	58.2	36.7	36.3
<b>Water Consumption (m<sup>3</sup>)</b>	38,793	44,131	39,976	29,243	29,661



### Waste Management

ACT remains steadfast in minimising the amount of waste it generates from its operations by implementing the 3R concept in waste management: reduce, reuse and recycle. The company ensures that all waste is disposed of in a responsible and environmentally safe manner, that is in line with local regulatory requirements.

Through our waste recycling program, we reduced our waste levels by 13% compared to 2017 and increased our recycled waste percentage by 10%, from 18% in 2017 to 28% in 2018.

In 2018, ACT generated JOD 157,447 in revenue from safe handling leaking containers by disposing the waste responsibly and taking appropriate response measures.

Furthermore, the company generated JOD 29,776 in revenue by transforming scrap, oil waste and waste battery into consumable products.

As part of ACT's waste management plan and in collaboration with ASEZA, 100 recycle bins were distributed across ACT to encourage on-site recycling segregation. Collected cans, cartons, paper, plastic, metal and wood are recycled by a contracting company. Non-recyclable waste is disposed of in a responsible manner using the services of specialised sub-contractors. In 2018, ACT recovered over 72,000 Kg of paper and cardboard which were then recycled.

#### Total Revenues from Waste Management from 2014-2018 (JOD)

Leaking Containers	JOD 157,447
Scrap	JOD 24,538
Oil Waste	JOD 2,854
Waste Battery	JOD 2,384

#### Waste Management

	2014	2015	2016	2017	2018
Total Waste Generated (kg)	280,293	114,350	361,000	297,565	258,995
Waste Recycled	23	17	14	18	28
Solid Waste - Wood, Plastic and Others (kg)	39,240	170,000	219,000	175,841	137,926
Recycling - Paper and Cardboards (kg)	65,386	19,000	52,000	53,380	72,573
Landfill - Organic Waste (kg)	175,597	125,000	90,000	68,344	48,496

### Oil Spill Prevention

ACT implements strict measures to prevent oil spills and has contingency plans for handling spillages if they occur. The company continuously trains its employees, monitors the integrity of its facility, and strives to reduce the risk of oil spills and improves its ability to respond to oil spills.

As part of ACT's environmental drill plan, leakage prevention, control and response procedures are required to be implemented and regularly tested for all of the terminal's facilities and operations. Throughout the

year, ACT conducted 5 scheduled drills to test ACT's response plan, the available response equipment, and the capabilities of ACT's response team.

Although the volume of spills increased in 2018 compared to 2017, the number of spills actually decreased to reach its lowest level since 2012. ACT continues to investigate and learn from these accidental spills to improve its performance. ACT also invests in improving the maintenance and reliability of its facilities and equipment to reduce spills.

#### Oil Spills

	2014	2015	2016	2017	2018
Total Number of Oil Spills	25	19	24	19	18
Total Volume of Spills (litres)	313	280	991	357	765

### Environmental Awareness

Through training and knowledge sharing, ACT strives to build a culture that focuses on environmental protection and seeks to promote environmental awareness among its people, their families and the community at large.

2018 recorded the highest rate of employee attendance in environmental sessions in the history of ACT, with more than 700 employees attending from different departments.

100% of contractors and suppliers were screened using environmental criteria in 2018.

### Waste Management Plan

#### Waste generated:

Solid waste	Food waste	Hazardous waste	Waste water
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#### Approach:

Segregate waste based on type	Appropriate disposal of waste and hauling by sub-contractor	Regular collection, transport and dumping of waste to SWAQA dump area, and recycle batteries, scrap and tires	Control emptying waste water recycling unit with a hauling program
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- Cleaning contractors appropriately collect waste and keep facility clean
- HSE ongoing waste awareness programs are in place to boost environmental performance ownership including:

- Environmental behaviour in individual's job description
- Include environmental objectives in top and middle management performance assistance
- Activate disciplinary action
- Awareness program tools including videos, allocation of posters and signs, environmental talks, email broadcasting, newsletters, notice boards, competitions, suggestions box, and environmental training

In 2018, ACT generated

# JOD 29,776



of revenue by transforming scrap, oil waste and waste battery into consumable products.

# 04

**CHAPTER 4:**

## Working Together, Sharing Together

ACT is characterised by the people working in and around the business, be it employees, contractors, customers, and the families and friends of those who live and work in the community. ACT is focused on building relationships and making a positive contribution to the community of Aqaba and beyond.

**Related Sustainable Development Goals:**



## Our Workforce

**ACT is determined to meet employees' expectations by keeping them safe, investing in their development, and offering competitive compensation.**

ACT aims to attract and retain passionate and talented individuals that contribute to in our success. We ensure this by regularly engaging with our employees, providing them with evaluation sessions, feedback and satisfaction assessments. This plays an important role in developing a more inclusive workforce, one that feels valued and respected.

ACT is considered as one of the major employers in Aqaba as it provides direct employment for more than a thousand people with a nationalization rate of 99.4%.

In 2018, around 27% of our workforce was made up of young professionals aged between 18-30 years old.

**Workforce Profile (not including subcontractors)**

	2014	2015	2016	2017	2018
<b>Total Workforce</b>	984	1,122	1,064	1,075	1,049
<b>Workforce by Employment Level:</b>					
<b>Senior Management</b>	6	7	7	6	6
<b>Middle Management</b>	22	26	25	26	26
<b>Staff</b>	956	1,089	1,032	1,043	1,017
<b>Workforce by Age Group:</b>					
<b>18-30</b>	410	465	334	315	279
<b>31-40</b>	330	318	381	388	400
<b>41-50</b>	218	274	285	276	268
<b>51-60</b>	26	65	64	96	96
<b>Workforce by Gender:</b>					
<b>Female</b>	19	20	18	20	20
<b>Male</b>	965	1,102	1,046	1,055	1,029
<b>Nationalisation of Workforce</b>					
<b>Jordanian Rate</b>	99.50%	99.50%	99.50%	99.63%	99.43%

### Employees' kids' 4th and 5th visit to ACT

It is sometimes difficult to explain the nature of our work to our children. Therefore, our internal communication committee started an initiative for kids to visit their parents in the workplace and see with their own eyes what they are doing.

This initiative started in August 2016 and is carried out twice a year; once during the mid-year vacation and once during the summer vacation. Children visit various port facilities and learn about the work of their parents.

This year, the tour started with a visit to the administration building, where kids were welcomed by the CEO and the administrative staff. Special vests and ID cards were designed for them in an effort to allow them to live the whole experience. Afterwards, the kids visited the HSSE building and were introduced to basic safety measures. They also passed by the clinic, and the fire and ambulance cars to understand what the HSSE is doing. The visit was concluded with a tour covering various port facilities such as the operations and engineering facility, where they watched the equipment being used in port operations and learned about the great efforts required to operate the large equipment.



In 2018, a total of 80 kids visited ACT, with 40 kids visiting during mid-year vacation and the other 40 during summer vacation.



### ACT Summer Club

The kids club offers an exciting opportunity for employees' kids to have fun. The summer club includes many sessions and activities such as English language courses, kick boxing training, hand crafting, drawing, recycling and Arabic font activities for kids aged 6-14 years.



### Diversity, Inclusion and Equal Opportunity

ACT commits ourselves to creating an inclusive work environment and promoting equality. We firmly believe that a diverse workforce brings a wider range of skills. It improves creativity and employee engagement thus increasing productivity and making the workplace a better place.

ACT regards itself as an equal opportunity employer. We have a zero-tolerance policy towards any form of discrimination. Any candidates may apply for a position via our website and will be considered regardless of their origin, religion or gender. Our recruitment process includes clear procedures that allow us to select the best candidates for any opening.

### Female Employment

ACT seeks to provide a workplace environment in which our female employees can feel safe and protected. We do not tolerate any form of discrimination and harassment.

In 2018, female employment accounted for almost 2% of our total workforce and occupied 15% of middle management positions, a 3% increase compared to 2017 figures.



increase in female employment compared to 2017

#### Female Employment

	2014	2015	2016	2017	2018
<b>Female Employment Rate</b>	1.90%	1.80%	1.72%	1.86%	1.91%
<b>Females in Middle Management</b>	2%	2%	8%	12%	15%
<b>Female New Hires</b>	2	0	0	2	0
<b>Female Employees Who Left the Terminal</b>	0	1	0	0	0



### Parental Leave and Return to Work

It is important to balance careers with parental responsibilities. Therefore, ACT encourages its employees to take parental leave. In 2018, 4 female employees enjoyed a period of parental leave, and all returned to work after their leave.

### Employer of Choice

ACT is deemed to be an employer of choice in Jordan. We offer our employees competitive compensation and benefits, and reward performance via different incentive systems.

### Compensation and Benefits

We invest in our employees and offer them several benefits including but not limited to:

<b>Housing benefits</b>	Housing allowance	
<b>Transportation benefits</b>	Transportation	
<b>Education benefits</b>	Scholarship programme	
<b>Medical benefits</b>	Class A medical insurance	
	Life and cancer insurance	
<b>Salary related benefits</b>	Inflation adjustment and merit increase	
	14 months salaries	
	Performance bonus	
	Exceptional Ramadan bonus	
	Saving allowance	
	Profit share	
	Social fund	



Employee Wages and Benefits



### Employee Engagement and Satisfaction

ACT provides employees with an employee engagement survey on an annual basis. Through this survey, ACT gains deeper insights into the satisfaction of employees with their jobs, as well as the workplace environment in general. We always encourage our employees to provide honest feedback. Survey results are later addressed and considered in the action plans of ACT's management team.

Each year, ACT asks employees to participate in an annual employee engagement survey, giving the company deeper insight into the employees' satisfaction with their jobs, and workplace experience in general. Employees are encouraged to provide honest feedback and the results are incorporated into the management teams' action plans to address the challenges identified in the survey. In 2018, ACT decided to reconsider the content so as to further improve the effectiveness of its Employee Engagement and Satisfaction survey. ACT will resume employee engagement surveys as soon as the new process is in place.

#### Employee Engagement and Satisfaction

	2014	2015	2016	2017	2018
Employee Engagement and Satisfaction Score (0-5 scale)	N/A	3.65	3.9	3.82	N/A

As part of promoting team spirit and teamwork, ACT provides its employees with modern facilities that provide different activities such as football and chess tournaments.



### Employees Club

ACT provides for a "employees club" with onsite gym, offering fitness programs, kickboxing training and many more activities. Employees are always encouraged to exercise because physical and mental fitness are important for their well-being. People who are both physically and mentally fit are happier and less prone to medical conditions.



### Employee Scholarship Programme

At ACT, employees are encouraged to reach their full potential and continue their education through its employee scholarship programme. In 2018, 5 employees were the beneficiaries of the 2018 scholarship.

### Umra Sponsorship

Each year ACT sponsors 12 employees to perform Umrah. The sponsorships cover employees' visa, accommodation and transportation costs. To ensure fairness of the selection process, employees are given the opportunity to be included in a random draw. Employees can benefit only once from this activity.



### Employee Attraction and Retention

Our employees are at the core of our business and we firmly believe that successful businesses require motivated and satisfied workforce. We take pride in our stable work environment, best reflected in our low turnover rate. In 2018, turnover rate stood only at 2% (down by 3% compared to 2017).

ACT undertakes a systematic performance review process in which we assess the capabilities of our employees, examine gaps, and introduce plans for the future development of each member of our workforce.

#### New Hires and Attrition

	2014	2015	2016	2017	2018
<b>New Hires</b>	119	139	8	35	0
<b>Turnover</b>	3%	5%	5%	5%	2%

### Training and Development

ACT seeks to promote training and development across its workforce. ACT aims to provide a nurturing culture, stimulating the continuous development and learning of its employees.

Technical skills and leadership development training are offered both internally and externally to ensure ACT employees have the tools, resources, and confidence to perform their work in the best possible manner. In 2018, ACT offered its employees 16,811 hours of training with an average of 16 hours per employee. Compared to the average of 14 hours of training per employee in 2017, this year highlights a 16% increase.

Every employee has his or her own individual performance management plan. Together with their manager, they set clear objectives that support ACT's corporate goals, identify skills gap and, if any, design personal development plans to fill the gaps.

In 2018, 100% of our employees received periodic performance reviews and personal development plans.

In 2018, ACT invested in 14 employees to become certified instructors to train other employees and staff members. This did not replace formal learning but complimented it with on-the-job learning which reduced the average training cost per employee.

Targeted training is also in place to nurture the next generation of talented professionals. In 2018, 18 undergraduate university students (up from 9 students in 2017) were given the opportunity to receive hands-on experience that supports their educational background in the fields of HR, Engineering, IT, and commercial.

### Training

	2014	2015	2016	2017	2018
<b>Total Number of Training Hours for All Employees</b>	15,625	17,339	14,248	15,213	16,811
<b>Total Cost of Training (JOD)</b>	272,435	116,255	4,534	113,355	37,750
<b>Total Average Number of Training Hours for Each Employees</b>	16	15	13	14	16
<b>Average Cost of Training Per Employee (JOD)</b>	277	106	4	105	19.30

#### Sharing Knowledge and Expertise

ACT believes that the most effective means of promoting success is allowing team members to share their knowledge and expertise with others, both inside and outside the terminal.

Thanks to the wide network of Port and Terminals operated by APM Terminals in the world, 19 Jordanian employees of ACT were given the opportunity in 2018 to demonstrate their expertise, share best –practices and support other terminals abroad. ACT also serves as a springboard for international careers within the APM Terminals company and beyond.

# 100%

of our employees received periodic performance reviews and personal development plans in 2018



# ACT's Social Impact

ACT is driven to deliver both business growth and positive social impact. We believe that caring for the wellbeing of the citizens in Aqaba and its surrounding communities is fundamental to the way we aspire to do business.

We seek to advance the livelihoods of the thousands of people living in Aqaba and its surrounding areas, and are committed to achieving a balanced society where opportunities are available to all. Therefore, we partner with local communities to make meaningful contributions that create shared value and improve people's quality of life.

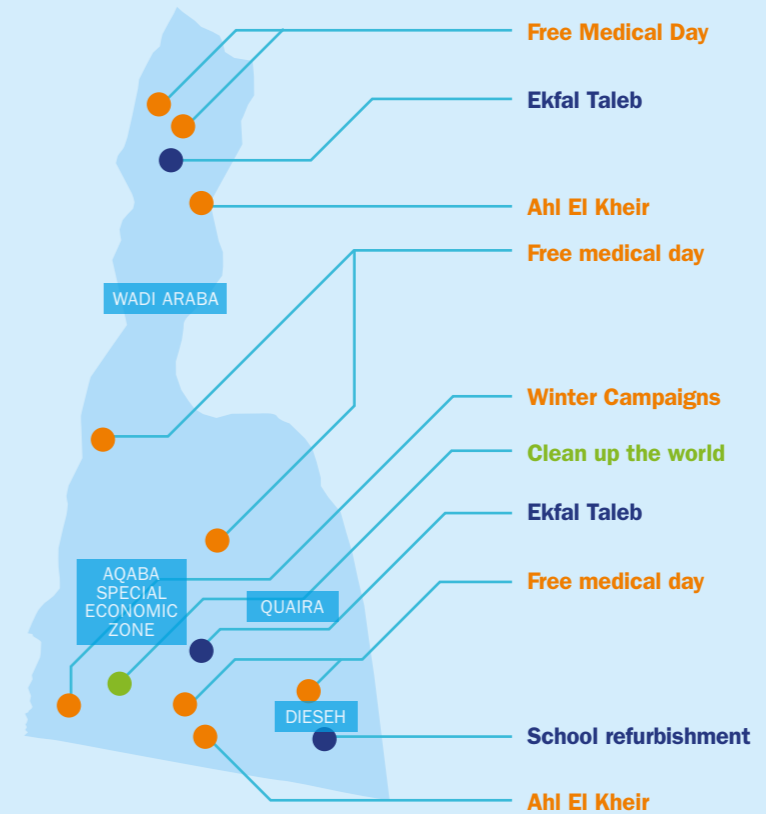
ACT's broad portfolio of community investments directly support a number of UN SDGs, and continues to advance the achievement of the Jordan National Vision 2025. Our approach focuses on education, healthcare, caring for the environment, donations, sponsorships and community engagement. ACT's CSR Committee manages the company's CSR activities and evaluates the success of each project, ensuring alignment with ACT's goals and objectives.



## ACT's Geographic Social Impact From 2016-2018

Major community investments, sponsorships and donations over the past 3 years

- Education
- Environment
- Well-being



## ACT's major community investments, sponsorships and donations over the past 3 years across Jordan

**18**  
CSR programmes

**2,706**  
Volunteer participants

**18,609**  
Man-hours volunteered

**1,152**  
Days volunteered

**546,237**  
Invested in the community (JOD)



## Community Involvement in 2018

**897**

Volunteer participants

**318**

Days volunteered

**15**

Community involvement projects

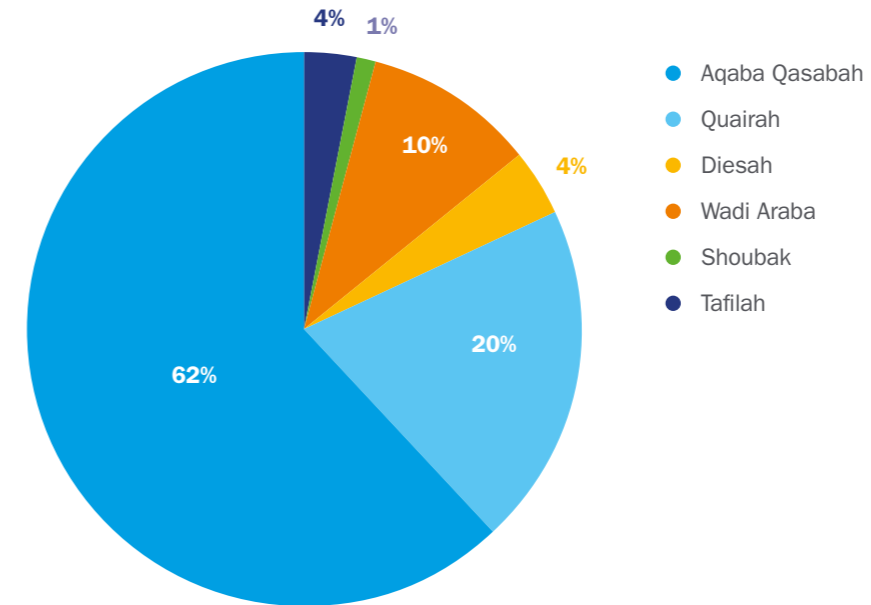
**122,341**

Invested in the community (JOD)

**4,587**

Man-hours volunteered

ACT's Support for Neighbouring Districts (2016-2018)



ACT aims to have an important and lasting positive impact on its surrounding communities, thus partnering with non-governmental organisations (NGOs) and community-based organisations in Aqaba and its surrounding areas in the northern and southern sides of the city. The purpose behind these partnerships is to have a more profound impact from ACT's CSR initiatives, create a higher value and broader scope, while at the same time optimising cost.

Over the last five years, ACT contributed JOD 546,237 towards community programmes. In 2018, ACT contributed JOD 122,341 towards its CSR initiatives, representing 0.565% of pre-tax profits and over 22% increase from the previous year's contribution.

### For the past three years:

- ACT supported 2,227 students in taking care of their tuition fees, school supplies or school bags.
- More than 1,660 food parcels were delivered to families and individuals experiencing hardships in Aqaba and neighbouring areas
- ACT helped refurbish 5 schools to ensure students and staff have a safe and good school environment.

Volunteerism is a critical aspect of ACT's mission in supporting the local community. ACT engages its employees in volunteering activities to deliver a wider, deeper impact. In 2018, ACT logged 4,587 community service man-hours by 897 volunteers.

Community Investments

	2014	2015	2016	2017	2018
Community Investments as Percentage Pre-Tax Profits	1.100%	0.800%	0.620%	0.424%	0.565%
Community Investments (JOD)	175,000	150,000	110,000	100,000	122,341

### ACT's Strategic Community Investments

ACT's CSR strategy focuses on three areas with the aim of having a greater impact in: education, well-being and the environment.

ACT is heavily involved in the community, listening to locals, non-profit partners and employees. Our community activities are monitored and the results of the initiatives are measured. This allows us to set future plans on how to further improve our CSR programmes and ensure a wider outreach.

#### Effective partnerships

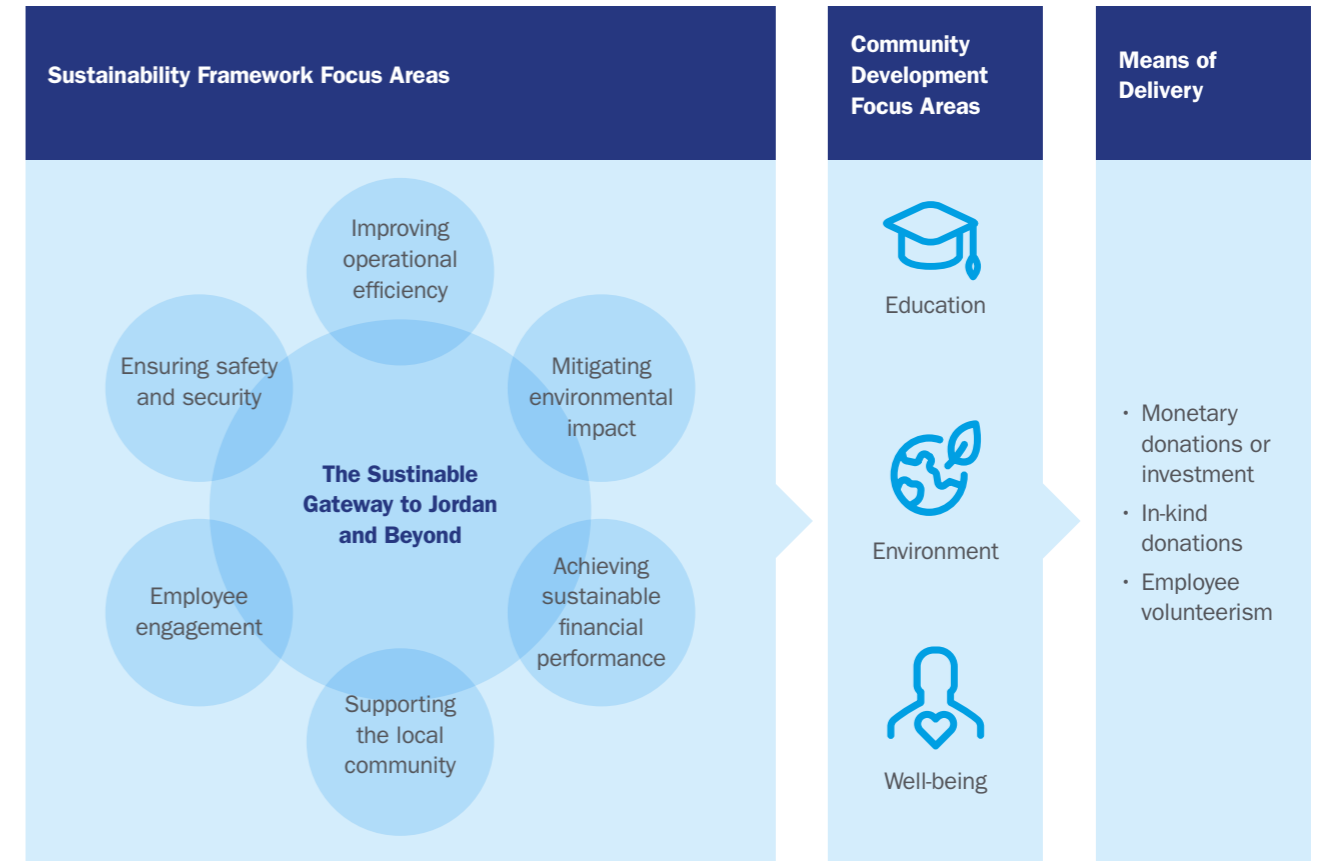
As part of its continuous corporate social responsibility strategy, ACT partnered with both Tkiyet Um Ali (TUA) and Helping Hand for Relief and Development (HHRD). The agreements exemplify ACT's willingness to support local community efforts.

ACT partnered with TUA for one year to support the organisation through sponsoring TUA-endorsed families. ACT committed to providing food parcels to each family on a monthly basis, each parcel contained 22 different food commodities.

Furthermore, ACT's renewal of its partnership with HHRD for the third consecutive year will help expand the reach of ACT's social development programmes in the south of Jordan, including Aqaba.



### CSR strategy:



Some of ACT's flagship programmes are highlighted below.



**Education:**

As part of its education initiatives, ACT focuses on providing educational opportunities for underprivileged children with the aim of offering them a better future. ACT provides school supplies and financial assistance to cover school tuition fees.

University Support

Ekfal Taleb Campaign

School Refurbishment

**'Ekfal Taleb' Campaign**

In 2018, and in line with its on-going dedication to expanding educational horizons for residents of Aqaba and the surrounding communities, ACT carried out its renowned 'Ekfal Taleb' campaign for the seventh consecutive year.

The 'Ekfal Taleb' campaign name translates in English to "Sponsor a Student" and is a targeted CSR activity to enhance educational opportunities for those living within the Aqaba governorate. The campaign was first launched in 2012 and has now become one of the major recurring events supporting the education pillar of ACT's overall CSR strategy.

In partnership with Aqaba Governorate's Directorate of Education, ACT assists local communities by contributing to lowering the cost of education for the families most in need and lowering the school dropout rate of their children.

In 2018, ACT distributed school supplies to over 2,250 underprivileged children, providing them with essential materials and supplies for the entire school year. The number of beneficiaries has more than quadrupled since 2017.

As part of the campaign, ACT seeks to empower girls through education. In 2018, ACT continued to sponsor students from the Al Shamilah School for Girls, paying their tuition in advance for the entire academic year. ACT supported a total of 150 students by covering their tuition fees for the 2018/2019 school year.

**38** **volunteer participants**

**564** **man-hours of volunteering**

**2,400+** **beneficiaries**



**University Support**

As part of its CSR activities, ACT launched a two-day volunteering campaign in cooperation with Al Balqa Applied University aimed at promoting education within the community. During the campaign, ACT's CSR committee and 34 students from the university participated in programmes offering artistic and entraining activities.

The programme included activities such as "Origami art" and "tele match games" with the participation of 42 students from "Safia Bint Abdulmutallab School" and a "free drawing" activity with the participation of ACT employees' children.

The campaign closed with a memorial culture night that included singing cultural Jordanian songs and distributing campaign certificates for the participants.

**150** **volunteer participants**

**630** **man-hours of volunteering**

**152+** **beneficiaries**





**Well-being:**

ACT commits to good corporate citizenship, engaging in activities and initiatives that support the less fortunate and improve the community's well-being.

Free Medical Day	Support King Hussein Cancer Foundation	Women and Child Program
Charity Night	Charity People	Global Safety Day
Winter Campaign	Support Autism Center	Support Fajrona Establishment

**Drug Awareness Session**

ACT held an awareness session in cooperation with the Anti-Narcotics department on the effects of drugs on the life of individuals and society as a whole, targeting students from Al Balqa Applied University and the University of Jordan.

The sessions were given by the Anti-Narcotics department in Aqaba, accompanied with a presentation and exhibits.

**238**

volunteer participants

**536**

man-hours of volunteering

**1,015**

beneficiaries



**'Ahl El Khair' Campaign – "Charity People"**

'Ahl El Khair' is a socially driven and humanitarian-based food distribution initiative that takes place annually during the holy month of Ramadan. Now in its eighth year, this initiative seeks to enact meaningful and sustainable change in underprivileged areas around Aqaba.

Through this initiative, ACT provides members of these communities with much-needed food donations during the Holy Month. ACT distributes customised food parcels to families living in Aqaba and its neighbouring villages, such as Rahma, Risha, Qatar, Bir Mazkour, Daisy, Qweira, and Dabbet Hanout. Parcels are distributed through the generous participation of ACT's employees, including members of the company's social responsibility and internal communication committees.



Through effective partnership with HHRD, ACT was able to distribute 2,600 food parcels, a 75% increase from 2017.

**53**

volunteer participants

**484**

man-hours of volunteering

**2,600**

food parcels

**Medical Day**

In 2018, ACT conducted a Free Medical Day in Al-Quier village in the south of Jordan. This programme was the centre of ACT's health promotion activities. The Free Medical Day activities included health screenings and donations of suitable medical equipment and basic healthcare supplies for physically handicapped individuals in the village.

The programme is one of many other initiatives rolled out not only to ensure improved quality of life for Jordanian citizens, but also to ensure the success and prosperity of Jordan as a whole.



**775**

man-hours of volunteering

**60**

beneficiaries

**17**

volunteer participants

### Celebrating Women on International Women's Day and Mother's Day

ACT recognises the importance of women's roles as leaders in their communities and within their families – when women rise, their communities rise with them to new heights of prosperity. ACT organised a one-day event to celebrate International Women's day. The event concentrated on two major factors:

- supporting and empowering women through awareness lectures
- supporting a group of women in the community by presenting their handicraft work as gifts to attendees

The lecture was presented at Al Balaqaa University under the title of "Dealing with the surroundings". The lecture was attended by participants from the Aqaba Woman's Society as well as spouses of ACT employees.

The event is part of a number of community activities carried out by ACT for its employees, their families and the local community in order to build closer relationships.



**21**   
volunteer participants

**273**   
man-hours of volunteering

**300**  
beneficiaries



### Environment:

We aim to protect the environment and preserve natural resources. We conduct awareness-raising activities to emphasise the importance of protecting the environment.

Cycle for Green

Run Jordan

Clean up the World

Go Green

### Clean Up the World Campaign

ACT coordinated with the Royal Marine Conservation Society of Jordan (JREDS) to sponsor the 'Clean Up the World' campaign. Clean Up the World is a global initiative that engages an estimated 35 million volunteers in 130 countries each year, making it one of the largest community-based environmental campaigns in the world.

The activities of the campaign include tree planting, recycling, fix up projects and competitions.

**13**   
volunteer participants

**46**   
man-hours of volunteering

### Run Jordan

In 2018, for the fifth consecutive year, ACT was the silver sponsor of the Ayla Red Sea Half Marathon. The marathon aims to support different charitable and humanitarian causes in Jordan by allowing runners to compete on behalf of a non-profit organisation of their choice. The marathon serves as a platform for a variety of social, educational and humanitarian causes, while also helping to raise money for local NGOs.



**38**   
volunteer participants

**100**   
man-hours of volunteering



# 2018 Trans Middle East Exhibition and Conference

**300+**

participants

**3**

days

**15**

participating countries

**36**

exhibitors

**6**

sessions

**8**

highlighted topics

**27**

sponsors

**18**

featured expert speakers

**19**

media partners

**In 2018, under the patronage of his Majesty King Abdullah II ibn Al Hussein, ACT hosted the 15th Trans Middle East Exhibition and Conference – one of the largest annual global Maritime Ports, Shipping and Transport Logistics Exhibition and Conferences to be held in the Middle East – under the theme “Developing Sustainable Transport and Logistics Systems for Better Futures”.**

This regional event serves as a platform for industry leaders to facilitate knowledge-sharing and encourage the sustainable development of the region’s transport and logistics industry. This major global conference was also a fantastic opportunity to promote Jordan as the growing logistic hub of the Levant and ACT as the most sustainable gateway to Jordan and beyond.

The conference featured a diverse group of 18 international experts from 15 different countries, and witnessed a very senior level of participation from world-class executives and leaders from the public and private sectors, representing more than 300 international companies from the transport and logistics sector at large.

International speakers included Professor Yossi Sheffi, Director for the Centre for Transport and Logistics of the Massachusetts Institute of Technology (MIT); Wolfgang Lehmacher, Head of the Supply Chain and Transport Industry at the World Economic Forum (WEF); Mr Michael Bouari, CEO of 1-Stop Connections; David Allan of the European Bank of Reconstruction and Development; Mr Arnaud Desmarchelier (Engineer Principal and Technical Expert at Agence Francaise de Developpement) and many more. These experts shared their insights and knowledge of best practices in the field to identify the most important future challenges in this sector

**“Developing a sustainable transport and logistics infrastructure is a fantastic investment opportunity for the private sector to create, in partnership with the public sector, what will be the backbone of a competitive economy for Jordan.”**

His Excellency Muhannad Shehadeh,  
Minister of Investment of Jordan

and the capabilities required to meet these challenges. The agenda also included a discussion on Jordan as the growing logistics and transportation hub of the region while a session about digitalization demonstrated how the new digital platforms underpinned by blockchain technology (TradeLens) and the integration of the latest Internet-Of-Things technology could revolutionise global trade and transport.



Other VIP visitors included the CEO of APM Terminals Mr. Morten Engelstoft, the Minister of State for Investment Affairs His Excellency Muhannad Shehadeh, Chief Commissioner of Aqaba Special Economic Zone Authority His Excellency Nasser Al-Shraideh, Investment Commissioner and Chief Vice President of the Authority His Excellency Emad Hijazi, and the Minister of Labour and Chairman of the General Organisation for Social Security His Excellency Sameer Murad.

During the conference ACT organised six sessions that focused on global trending topics such as digitalisation, technology and automation, international best-practices, logistics clusters and sustainable finance for transport and logistics' infrastructure development.

**Hosting this year's Trans Middle East Exhibition and Conference in Aqaba is a great honour. It comes as part of a series of ongoing initiatives that we drive with our strategic partners, ADC and ASEZA, to showcase the unique attributes of Jordan. We believe Aqaba is ideally located and perfectly equipped to perform as the gateway to a promising future Logistics Cluster for the Levant."**

**Steven Yoogalingam, CEO of ACT**

On the first day of the conference, ACT organised a technical site visit to cover ACT's facilities, Aqaba Logistics Village, General Cargo Port, PBI Aqaba Industrial Estate, Eagle Hills/ Al Manara Hotel.

Following the technical visit, ACT hosted a Welcome Reception sponsored by the Jordan Chamber of Commerce and the Aqaba Chamber of Commerce. The Networking Welcome Reception was the first of two social highlights of the event. All participants enjoyed the opportunity to network with fellow industry colleagues and friends during a relaxed sociable evening over food, drinks and local entertainment.

The Networking Welcome Dinner, generously sponsored by AMP Terminals, was the social highlight of the event. All participants enjoyed the opportunity to network again with fellow colleagues and peers over a buffet dinner with local food, drinks and entertainment.

The Trans Middle East Exhibition and Conference concluded with a press conference delivered by the Chief Commissioner of Aqaba Special Economic Zone Authority (ASEZA), Nasser Al-Shraideh, during which he reaffirmed the strategic location of Aqaba and underlined the success story that ACT and global operator APM Terminals constitute in developing a modern, efficient container gateway in Aqaba to serve Jordan and the wider Levant. He also praised the company for taking the lead as we enter the digitalisation era, and for establishing a reputation of excellence well beyond the national borders, as it received in Dubai the Terminal Operator Award from Lloyd's List for South Asia, Middle East and Africa.

**In today's fractured but also more balanced world of global trade and commerce, the importance of geographic regions and their connectivity, capabilities and ability to collaborate with other markets has risen significantly. The way Jordan is going to ramp up its logistics platform will not only impact its own position but the future role other parts of the region might be able to play. I am excited to join the conference to learn first-hand about past achievements and planned activities to improve the position of this strategically well positioned logistics and trade hub of the world – economically, socially and environmentally; a curiosity which others might have in common with me, for personal enrichment and in the interest of their businesses."**

**Wolfgang Lehmacher**  
Head of Supply Chain and Transport Industries

**Aqaba sits in a geographically strategic location between Asia and Europe, and is central to the Middle East. It has the potential to be a major hub of international flow of goods where value added activities create a large number of jobs and help the economic growth of Jordan and the region. The 15th Trans Middle Conference in Aqaba is certainly one of the most relevant conference and exhibition to attend this year!"**

**Professor Y. Sheffi**  
Director of MIT Centre for Transportation and Logistics



**“We are committed to Aqaba for the long term – efficient port infrastructure is fundamental in catalysing growth for Jordan and the region, and for our customers to connect and simplify their supply chains.”**

**Morten Engelstoft**  
CEO of APM Terminals

# 05

**CHAPTER 5:**  
**Appendices**

## Appendix A – Acronyms

<b>ACT</b>	Aqaba Container Terminal	<b>PERS</b>	Port Environmental Review System
<b>ADC</b>	Aqaba Development Corporation	<b>pH</b>	Potential of Hydrogen
<b>APMT</b>	AP Moller Terminal	<b>PPM</b>	Parts Per Million
<b>ASEZA</b>	Aqaba Special Economic Zone Authority	<b>QC</b>	Quay Crane
<b>BCA</b>	Business Compliance Ambassadors	<b>RDT</b>	Radio Data Terminal
<b>BI</b>	Business Intelligence	<b>RORO</b>	Roll-on/Roll-off
<b>CEO</b>	Chief Executive Officer	<b>RTG</b>	Rubber Tyred Gantry Crane
<b>CMO</b>	Incident reporting system by APM named CMO	<b>SDGs</b>	Sustainable Development Goals
<b>CO</b>	Carbon Monoxide	<b>SO<sub>2</sub></b>	Sulphur Dioxide
<b>CO<sub>2</sub></b>	Carbon Dioxide	<b>TEU</b>	Twenty-foot Equivalent Unit
<b>CO<sub>2</sub>e</b>	Carbon Dioxide Equivalent	<b>TUA</b>	Tkiyet Um Ali
<b>CSR</b>	Corporate Social Responsibility	<b>TVOC</b>	Total Volatile Organic Compound
<b>EMS</b>	Environmental Management System	<b>UHF</b>	Ultra-High Frequency
<b>FAQ</b>	Frequently Asked Questions	<b>USD</b>	United States Dollar
<b>GDP</b>	Gross Domestic Product		
<b>GHG</b>	Greenhouse Gas		
<b>GJ</b>	Giga Joule		
<b>GMPH</b>	Gantry Crane Moves Per Hour		
<b>GPG</b>	Global Ports Group		
<b>GRI</b>	Global Reporting Institution		
<b>HHRD</b>	Helping Hand for Relief and Development		
<b>HPH</b>	Hutchinson Ports Holding		
<b>HSSE</b>	Health, Safety, Security and the Environment		
<b>ISO</b>	International Organisation for Standardisation		
<b>JOD</b>	Jordanian Dinars		
<b>JREDS</b>	Royal Marine Conservation Society of Jordan		
<b>Kg</b>	Kilograms		
<b>Km</b>	Kilometre		
<b>KPI</b>	Key Performance Indicator		
<b>kWh</b>	Kilo Watt hour		
<b>LED</b>	Light Emitting Diode		
<b>LTIF</b>	Lost Time Injury Frequency		
<b>m<sup>3</sup></b>	Cubic Meter(s)		
<b>NGO</b>	Non-Governmental Organisation		
<b>NO<sub>2</sub></b>	Nitrogen Dioxide		



# Appendix B - Report Scope and Boundaries

<b>Aspect Boundaries</b>	The scope and aspect boundaries defined in this report reflect the information that is available to ACT at the time of production. ACT includes the performance of contractors where possible. ACT is committed to extending the reporting scope to include further information on stakeholders, supply chain and contractors in the future based on availability and relevance of data. Further engagement with stakeholders, both external and internal, will influence how ACT defines report content and boundaries in the future.
<b>Materiality Process</b>	As noted in the sustainability section on page X, the content of the report is influenced and defined by the company's materiality assessment. ACT has conducted this assessment internally incorporating information from external parties and stakeholders through passive channels including board meetings, public feedback, and press coverage about the company.  In alignment with the principles of the GRI Standards, ACT used a four-step materiality assessment: 1) identification of relevant topics 2) prioritisation of topics against stakeholder and company influence and impacts 3) validation of topic prioritisation and identification through review and evaluation 4) review of context on an annual basis. ACT's sustainability team led the identification process with the assistance of a third-party consultant. Initial assessments included the 41 specific disclosure topics from the GRI, and this list was then consolidated into the 15 topics that are presented in the materiality framework on page X. ACT recognises the value of widening engagement with stakeholders to improve the materiality assessment, and to increase the relevance of the report in line with stakeholder priorities.
<b>Reporting Cycle</b>	This report presents information and details of ACT's operations from January-December, 2018.
<b>Reporting Principles for Defining Quality</b>	We acknowledge that there are areas of potential improvement; however, this report marks significant progress from our previous report. There are indicators we are working on reporting that will contribute to greater transparency in the future.
<b>Balance</b>	ACT's management were actively involved in the collection of the data presented in this report. The content is presented in a way that allows a balanced view of the company's economic, social, and environmental performance.
<b>Comparability</b>	We include in this report data on our progress compared against our 2017 report.
<b>Data Measurement Techniques</b>	To the best of our knowledge, all the information within this report is accurate and represents the best data available to ACT and its stakeholders. Any data estimation or calculation has been stated within the report.
<b>Significant Changes</b>	This report contains no significant changes in the scope, boundary, or measurement methods applied in the 2017 sustainability report.
<b>Assurance</b>	The report has not been externally audited or assured.

# Appendix C – Stakeholder Engagement

Stakeholder	Methods of Engagement	Stakeholder Priorities	ACT's Response
<b>Customers</b> (shipping lines, clearance and trucking companies, end-users and consignees)	<ul style="list-style-type: none"> <li>Web-based communication system</li> <li>Trade missions</li> <li>Customer satisfaction surveys</li> <li>Annual sustainability report</li> <li>Website</li> </ul>	<ul style="list-style-type: none"> <li>Transparency and accountability</li> <li>Operational efficiency</li> <li>Service excellence</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability report</li> <li>Sustainability strategy</li> <li>Port Expansion Project</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>Direct meetings</li> <li>Intranet</li> <li>Engagement workshops</li> <li>Team buildings</li> <li>Annual sustainability report</li> <li>Website</li> <li>ACT TV</li> <li>Volunteering activities</li> </ul>	<ul style="list-style-type: none"> <li>Learning and development programs</li> <li>Reward and recognition initiatives</li> <li>Competitive salary packages</li> <li>Competitive benefits</li> <li>Open communication channels</li> <li>Health and safe working conditions</li> <li>Work-life balance</li> <li>Labour-management relations</li> <li>CBA</li> </ul>	<ul style="list-style-type: none"> <li>Close relationship with Union</li> <li>Performance Management</li> <li>Health and safety policy</li> <li>Learning and development policy</li> <li>In-House &amp; On-Job Training</li> <li>APM Global Terminal Development Programme (GTDP)</li> <li>Medical Check-ups</li> <li>Transportation, Health Insurance, Social Security, Employees Club, Annual leave.</li> <li>Superior Compensation Packages</li> </ul>
<b>Community</b> (Local community, suppliers, Union)	<ul style="list-style-type: none"> <li>Direct communication</li> <li>Participation in events</li> <li>Annual sustainability report</li> <li>Website</li> <li>CSR Committee and man hours</li> </ul>	<ul style="list-style-type: none"> <li>Local development</li> <li>Job creation</li> <li>Volunteering activities</li> <li>Sponsorships</li> <li>Good citizen</li> </ul>	<ul style="list-style-type: none"> <li>In-kind contributions</li> <li>Volunteering activities</li> <li>School refurbishments</li> <li>Local procurement</li> <li>Support on safety emergencies</li> <li>Health and safety awareness</li> <li>Local community engagement</li> </ul>
<b>Shareholders</b> (APM, ADC)	<ul style="list-style-type: none"> <li>Sustainability report</li> <li>Website</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable profits</li> <li>Transparency and accountability</li> <li>Good governance</li> <li>Business ethics</li> <li>Risk management</li> <li>Cost reductions</li> </ul>	<ul style="list-style-type: none"> <li>Creation of a corporate sustainability committee</li> <li>Sustainability strategy</li> <li>Sustainability report</li> <li>Port Expansion Project</li> </ul>
<b>Government and Regulators</b> (ASEZA, Customs)	<ul style="list-style-type: none"> <li>Direct communication</li> <li>Meetings</li> <li>Annual sustainability report</li> <li>Website</li> </ul>	<ul style="list-style-type: none"> <li>Transparency and accountability</li> <li>Good governance</li> <li>Economic value</li> <li>Job creation</li> <li>Compliance to policies standards</li> </ul>	<ul style="list-style-type: none"> <li>Web-based communication system</li> <li>Regular meetings</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>Press Releases</li> <li>Press conferences</li> <li>ACT's website</li> <li>CSR activities</li> <li>Tours inside the terminal</li> <li>Invitation for the major events that ACT is launching</li> <li>Keep in touch with the CEO on desk interview</li> </ul>	<ul style="list-style-type: none"> <li>Clear and transparent information</li> <li>Close relationship</li> <li>Regular information monthly bases</li> <li>Press conferences for more engagement with the company</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability report</li> <li>Website</li> </ul>

# Appendix D - GRI Content Index



This report has been prepared in accordance with the GRI Standards: Core option.

The references for the GRI Content in the report can be found in the table below.

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

This service was performed on the English version of the report.

GRI Content Index		
GRI Standard	Disclosure	Page number(s) and/or URL(s)
GRI 101: Foundation 2016		
General Disclosures		
<b>Organizational profile</b>		
	102-1 Name of the organization	Aqaba Container Terminal
	102-2 Activities, brands, products, and services	6, 8-9
	102-3 Location of headquarters	Aqaba, Jordan
	102-4 Location of operations	6
	102-5 Ownership and legal form	8
	102-6 Markets served	6, 23
	102-7 Scale of the organization	9, 14-15, 27
	102-8 Information on employees and other workers	53-61
	102-9 Supply chain	8-9
	102-10 Significant changes to the organization and its supply chain	There were no significant changes during the reporting period.
	102-11 Precautionary Principle or approach	32, 36, 44, 47
	102-12 External initiatives	38, 47
	102-13 Membership of associations	32
<b>Strategy</b>		
	102-14 Statement from senior decision-maker	5
	102-15 Key impacts, risks, and opportunities	30, 36, 51
<b>Ethics and integrity</b>		
	102-16 Values, principles, standards, and norms of behaviour	8-9
<b>Governance</b>		
	102-18 Governance structure	33-35
<b>Stakeholder engagement</b>		
	102-40 List of stakeholder groups	18, 81
	102-41 Collective bargaining agreements	All ACT employees have formal individual labour contracts, where applicable, employees may also receive additional benefits under collective bargaining agreements.
	102-42 Identifying and selecting stakeholders	18, 81
	102-43 Approach to stakeholder engagement	81
	102-44 Key topics and concerns raised	81
<b>Reporting practice</b>		
	102-45 Entities included in the consolidated financial statements	Financial statements include the activities of ACT. No other entity is included.
	102-46 Defining report content and topic Boundaries	19, 80
	102-47 List of material topics	19
	102-48 Restatements of information	47

GRI 102: General Disclosures 2016

102-49 Changes in reporting	There have been no significant changes to the report scope and aspect boundaries.
102-50 Reporting period	ACT reports according to the Calendar year.
102-51 Date of most recent report	2017 Sustainability Report
102-52 Reporting cycle	Annual
102-53 Contact point for questions regarding the report	Ihab Alrawashdeh, ihabalrawashdeh@act.com.jo
102-54 Claims of reporting in accordance with the GRI Standards	4, 82
102-55 GRI content index	82-85
102-56 External assurance	ACT does not seek external assurance for its sustainability report.

GRI 200 Economic Standard Series		
<b>Economic Performance</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	30
	103-2 The management approach and its components	30
	103-3 Evaluation of the management approach	30
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	30
	201-4 Financial assistance received from government	No financial assistance is given by the government.
<b>Market Presence</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	53
	103-2 The management approach and its components	53
	103-3 Evaluation of the management approach	53
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	53
<b>Indirect Economic Impacts</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	29, 63
	103-2 The management approach and its components	29, 63
	103-3 Evaluation of the management approach	29, 63
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	29
	203-2 Significant indirect economic impacts	63
<b>Procurement Practices</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	31
	103-2 The management approach and its components	31
	103-3 Evaluation of the management approach	31
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	31
<b>Anti-corruption</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	32-33
	103-2 The management approach and its components	32-33
	103-3 Evaluation of the management approach	32-33
	205-1 Operations assessed for risks related to corruption	32
	205-2 Communication and training about anti-corruption policies and procedures	33
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	There were no confirmed incidents of corruption with employees and business partners. There were no public legal cases regarding corruption brought against the organisation or its employees during the reporting period.
<b>GRI 300 Environmental Standards Series</b>		
<b>Energy</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	44, 47
	103-2 The management approach and its components	44, 47
	103-3 Evaluation of the management approach	47
	302-1 Energy consumption within the organization	47
	302-3 Energy intensity	47
GRI 302: Energy 2016	302-4 Reduction of energy consumption	47
	302-5 Reductions in energy requirements of products and services	47

Water		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	44, 49
	103-2 The management approach and its components	44, 49
	103-3 Evaluation of the management approach	49
GRI 303: Water 2016	303-1 Water withdrawal by source	49
Biodiversity		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	46
	103-2 The management approach and its components	46
	103-3 Evaluation of the management approach	46
GRI 304: Biodiversity 2016	304-3 Habitats protected or restored	46, 73
Emissions		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	44, 48
	103-2 The management approach and its components	44, 48
	103-3 Evaluation of the management approach	48
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	48
	305-2 Energy indirect (Scope 2) GHG emissions	48
	305-4 GHG emissions intensity	48
	305-5 Reduction of GHG emissions	48
	305-7 Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	48
Effluents and Waste		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	44, 50-51
	103-2 The management approach and its components	44, 50-51
	103-3 Evaluation of the management approach	50-51
GRI 306: Effluents and Waste 2016	306-2 Waste by type and disposal method	50-51
	306-3 Significant spills	50-51
Environmental Compliance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	44
	103-2 The management approach and its components	44
	103-3 Evaluation of the management approach	44
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	44
GRI 400 Social Standards Series		
Employment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	53-61
	103-2 The management approach and its components	53-61
	103-3 Evaluation of the management approach	53-61
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	60
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	56-57
	401-3 Parental leave	56
Occupational Health and Safety		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	29, 37-43
	103-2 The management approach and its components	29, 37-43
	103-3 Evaluation of the management approach	29, 37-43
GRI 403: Occupational Health and Safety 2016	403-1 Workers representation in formal joint management-worker health and safety committees	38
	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	38
Training and Education		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	60-61
	103-2 The management approach and its components	60-61
	103-3 Evaluation of the management approach	60-61
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	61
	404-2 Programs for upgrading employee skills and transition assistance programs	60-61
	404-3 Percentage of employees receiving regular performance and career development reviews	61

Diversity and Equal Opportunity		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	34, 55
	103-2 The management approach and its components	34, 55
	103-3 Evaluation of the management approach	34, 55
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	34, 55
Local Communities		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	62-76
	103-2 The management approach and its components	62-76
	103-3 Evaluation of the management approach	62-76
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	62-76
Customer Privacy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	32
	103-2 The management approach and its components	32
	103-3 Evaluation of the management approach	32
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	0. In 2018 there were no complaints concerning breaches of customer privacy or loss of data.

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