



# 2021 Sustainability report

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## About this report

This is the inaugural sustainability report of Aqaba Container Terminal (ACT), representing its Environmental, Social, and Governance activities and performance during the calendar year of 2021 (January-December 2021).

Our sustainability report is one of the tools we use to communicate with our key stakeholders to keep them up to date with the terminal's recent sustainability performance in the areas of their concern, and in relation to the industry material issues and trends.

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. Financial data is expressed in Jordanian Dinars, unless otherwise specified.

For feedback and suggestions on our Sustainability Report, please write to us at:

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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 could 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

I am delighted to present to you ACT's 11th Sustainability Report for the year 2021. ACT continues to strive to be a leading force in sustainability practices and it gives me great pleasure to share with you the past years' achievements.

Sustainability is at the forefront of every aspect of ACT's operations and is an integral part of our governance and culture. We take great pride in our role as corporate citizens, and we continue to strive to achieve positive change through our commitment to the UN Sustainable Development Goals (SDGs) and Jordan National Vision 2025. Sustainable development requires balanced integration of economic, social, and environmental dimensions and we are proud to share with you our progress in these areas.

2021 has been another challenging year that has required our team to work closely together to achieve our goals while protecting the health of our workforce and those around us. Our employees' health and well-being are paramount, and we have continued to monitor the dynamic situation closely to ensure that we can respond quickly and efficiently to changing situations and keep our workforce safe during these unprecedented times.

In 2021, we have made great strides towards achieving many of our goals. We put a strong emphasis on our continuous development program to increase our operational efficiency and reduce waste. By upgrading the terminal operating systems, we increased our operational efficiency. In addition, we introduced the Way of Working program to help streamline operations and drive ACT towards becoming a world-class terminal operator. We are also proud of our

new customer service management application 'Sales Force', which aims to make sure we are meeting all of our customers' needs. This comes in line with our efforts to maintain a quality relationship with all of our stakeholders who are fundamental for growing and sustaining our business growth.

We have also made great strides in implementing climate change solutions, aiming to reduce our environmental impact while maintaining our operational efficiency. In 2021, we have reduced our energy intensity to 0.19 GJ/TEU which was 5% less than last year, while maintaining our GHG emissions at 2020 levels despite increased operations, and increasing our recycled waste to 38%. We also installed more than 200 solar PV panels on car parking spaces which are anticipated to generate more than 167,000kwh/year, which is equivalent to the electricity consumption of 16 households.

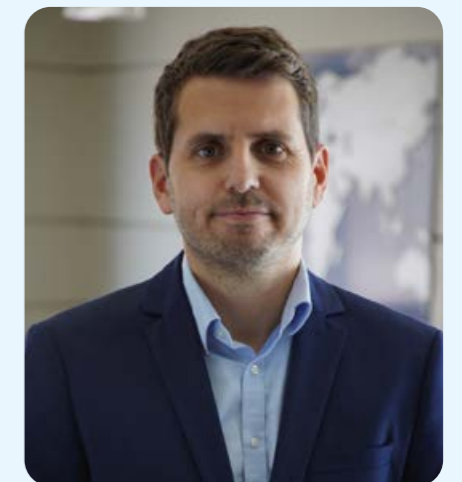
At ACT, we take our corporate social responsibility seriously, and this year was no different despite restrictions imposed by the pandemic on face-to-face events. We delivered six CSR initiatives with over 14,000 beneficiaries across Aqaba and its surrounding communities.

Lastly, I would like to invite you to read this report to gain further insights into our continual commitments to sustainable development and the great progress we made during 2021 while overcoming the obstacles associated with the global pandemic.

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**“We put a strong emphasis on our continuous development program to increase our operational efficiency and reduce waste. By upgrading the terminal operating systems, we increased our operational efficiency.”**

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Sincerely,  
**Soren Kofoed Jensen**  
ACT CEO

# 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 the 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, 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 strong operational performance, all major global shipping lines call the Jordanian terminal on a weekly basis, thus connecting the Levant region to the World.

### APM TERMINALS ADVANTAGE

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

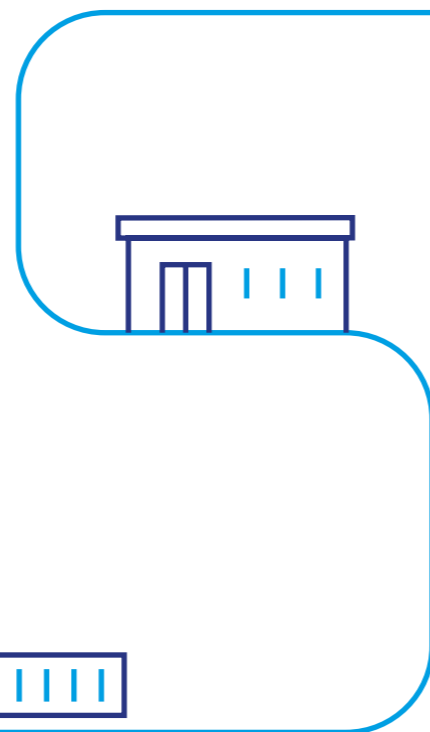
Today, ACT is the logistical and economic backbone of the Aqaba Special Economic Zone Authority (ASEZA), serving as the preferred gateway to the region for many active markets around the world. Under APM Terminals management, the terminal has been a shining example of successful PPP,

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, and tackle climate change while ensuring no one is left behind. The Jordan 2025 charts a path for the country's future and determines an integrated economic and social framework that governs policies providing opportunities 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 Jordan National Vision 2025, by aligning its corporate strategy priorities and highlighting and communicating how its operations contribute toward achieving them.



# ACT Value Chain

## Inputs

<p><b>FINANCIAL CAPITAL</b> </p> <p>The financial capital provided by our shareholders delivers necessary funding for our business.</p> <p><i>Lifting Global Trade.</i> <b>APM TERMINALS</b></p> <p>APM Terminals 50% + 1 share</p> <p>شركة تطوير العقبة AQABA Development Corporation</p> <p>Aqaba Development Company 50% - 1 share</p>	<p><b>SKILLS AND EXPERTISE</b> </p> <p>The individual skills, competencies and experience of our people is the engine of our success.</p> <p>ACT's unique partnership with APM brings incomparable international expertise and best-practices to the table.</p>	<p><b>NATURAL RESOURCES</b> </p> <p>We use energy and water in order to run our operations.</p> <p><b>145,460 GJ</b> of energy consumed</p> <p><b>27,088 m3</b> of fresh water consumed</p>	<p><b>SOCIAL AND RELATIONSHIPS</b> </p> <p>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.</p>
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**Our Business: transit and cargo terminal.**  
Container cargo gateway serving the national and neighboring markets

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

**VISION:**  
To be the Sustainable Gateway for Jordan and beyond.


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



Underpinned by our values:


## Outputs



Over

**JOD 95 million**

total revenues



**765,662**

TEUs total throughput

## Outcomes

**FINANCIAL CAPITAL** 

**JOD 23,292,539**  
Royalties

**JOD 25,204,000**  
Wages and benefits for our workforce

**SKILLS AND EXPERTISE** 

**938**  
Total workforce

**4,117**  
Total training hours for our workforce

**99.8%**  
Jordanian rate

**NATURAL RESOURCES** 

**9.86**  
Total Greenhouse Gas emitted per 1,000 TEU (metric tonnes of CO2e)

**276,914 Kg**  
total waste generated

**STAKEHOLDER RELATIONSHIPS** 

**81%**  
spending on local procurement

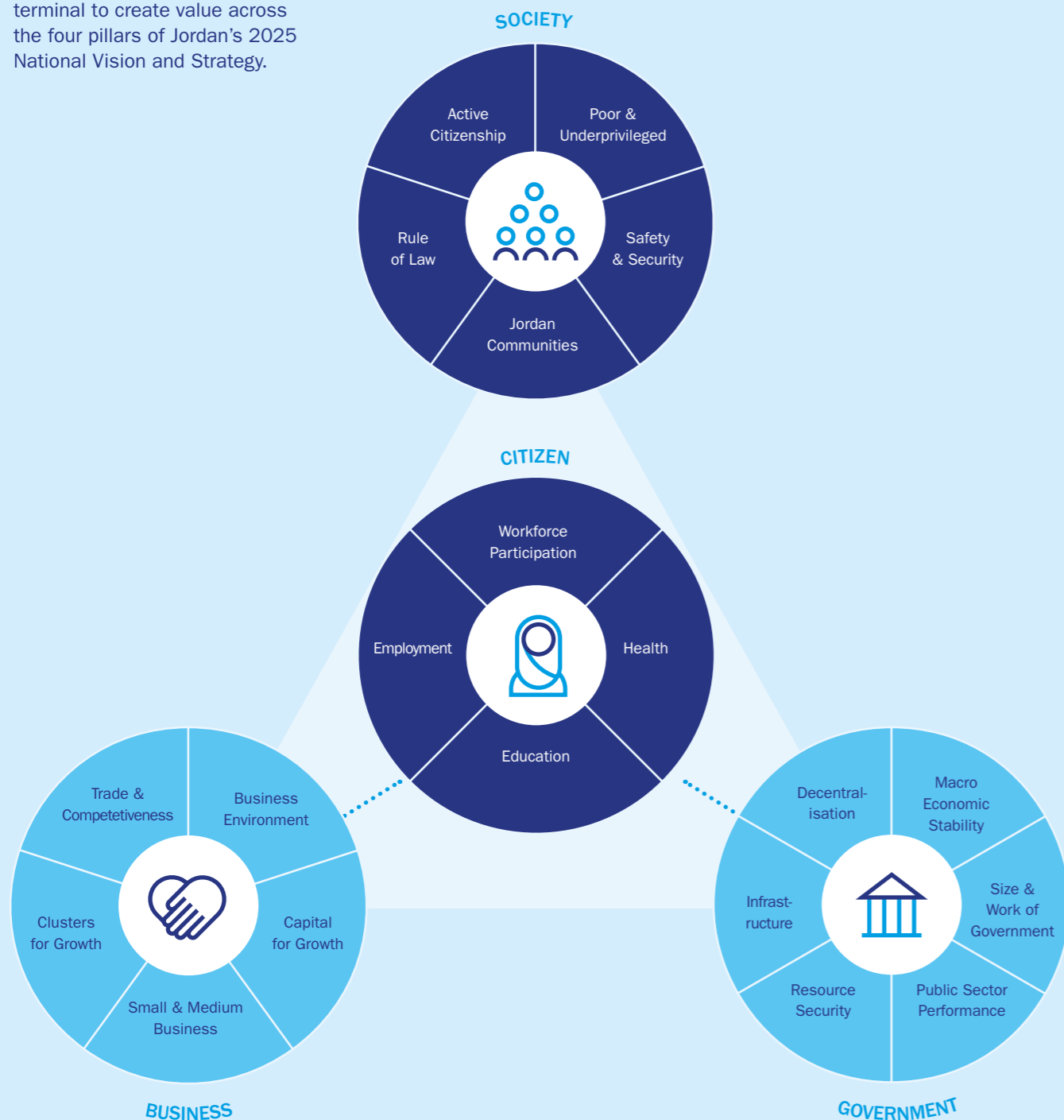
**JOD 57,770**  
community investments

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

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

# 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

### SKILLS AND EXPERTISE CAPITAL:

- Skilled, diverse and motivated national employees
- Experienced management team
- Healthy and safe working environment



### CITIZEN PILLAR:

- Creating high caliber employment and encouraging the participation of women in management positions
- Building knowledge and expertise and creating a motivated Jordanian workforce that is equipped with the skills to succeed
- Creating a safe and healthy work culture for employees and their families across the local community of Aqaba

### SOCIAL AND RELATIONSHIP CAPITAL:

- Effective partnerships with non-profit organizations
- Positive relationships with local community with open communication channels



### SOCIETY PILLAR:

- An effective society based on active citizenship
- Strong families and communities across the Kingdom
- Protection and empowerment of those in need to providing decent life opportunities

### FINANCIAL CAPITAL:

- Handling export containers
- Latest technologies and implementation
- Policies and procedures that drive operational excellence
- Capital investments and local supplier support
- Assets and equipment



### BUSINESS PILLAR:

- Strong support to Jordan's industries and a hub for international import and export activity for Jordan and beyond
- Wages and benefits that add direct economic value
- Indirect economic value and employment through supply chains
- New technologies and knowledge created for the transportation sector
- Reinvesting revenues into terminal and equipment upgrades to prepare for future growth
- World-class infrastructure that supports development

### NATURAL CAPITAL:

- Energy
- Water
- Air quality
- Land



### GOVERNMENT PILLAR:

- Constructive engagement with government representatives and regulators
- Sustainable-long term management of energy, water, waste, and emissions requirements
- Conserving and protecting biodiversity
- Increased environmental awareness amongst the local communities and university students

# Investing in Jordan

ACT is a hub for international import and export activities for Jordan and beyond. As a responsible corporate citizen, we have a nationalization rate of 99.9%, and we prioritize local suppliers for sourcing our goods and services. Moreover, ACT continuously invests in the development of the terminal's capabilities in an effort to boost the Jordanian economy, environment, and society.

In pursuance of its mission and vision, ACT serves as a catalyst for growth and sustainability development in Jordan and the region, providing a good example for other terminals in the industry with its continuous innovation and operational excellence.

Under the management of APM Terminals, ACT benefits from leading operational and commercial standards as well as from the widest pool of best practices. Since establishment, ACT has invested more than USD 350 million in the terminal, increasing its capacity and enhancing its operations. APMT commits to sustain and further increase its investments in Jordan while working with our stakeholders in the supply chain to generate greater value.



## ACT's Journey through the Years

### 2003

- Major operation meltdown resulting in severe congestion crisis

### 2004

- ADC and APM Terminals sign 2-year management contract, and APM Terminals takes over the management of ACT

### 2005

- Congestion-free with abolishing the congestion charge
- One of the top 3 terminals in the Middle East and the Indian Sub-Continent by Lloyd's

### 2006

- ADC and APM Terminals sign 25-year Joint Venture

### 2008

- Becoming a gateway to the Levant and Iraq with best international standards

### 2010

- Starting the "Operational Excellence" program
- Installing new STS and RTG cranes, and H.M King Abdullah II of Jordan inaugurates ACT's berth expansion

### 2011

- Introducing sustainability excellence through adopting sustainability reporting and a new sustainability framework

### 2012

- Adopting the journey to safety to develop a positive safety culture

### 2013

- Reaching 872,810 TEUs throughput and Berth expansion to 1,000 metres

### 2014

- ACT as a model privatization venture within its category, according to report issued by the Jordanian government

### 2015

- ACT as the most sustainable gateway to the Levant region with strong export capability
- Being shortlisted for the Lloyd's Port Operator Award and HPH Environment Award



### 2019

- ISO 14001: 2015 renewal
- Final nominee for Lloyd's "Port Management and Infrastructure" Award
- The 2019 Workplace Health and Safety Award
- Installing the first Solar System

### 2020

- 857,283 TEUs Throughput
- The 2020 Occupational Health and Safety Excellence Award from the Social Security Corporation
- WOW Hero Award from APMT
- Outstanding COVID-19 emergency preparedness and response

### 2021

- ACT won "AME Customer Focus Terminal of the Year 2020" for the outstanding customer service during the pandemic

### 2016

- ISO 14001 certification
- Recognition by the Jordanian Social Security Corporation for exceeding all health and safety standards
- The APMT Global Safety Performance Award
- Final nominee for the Lloyd's Middle East and Indian Subcontinent "Safety" Award, "HPH Environment" Award, and "Port Operator" Award

### 2017

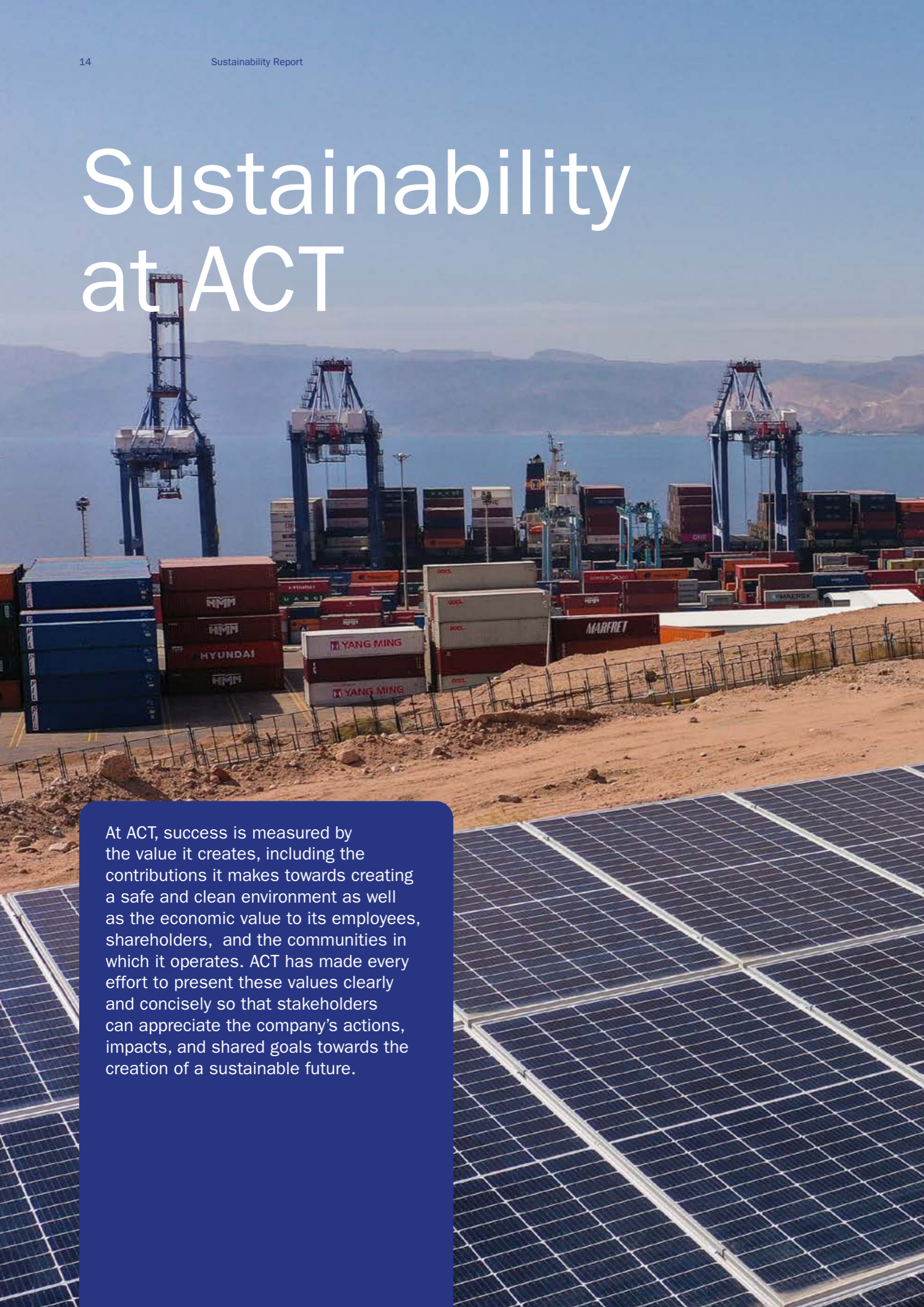
- Final nominee for the Lloyd's Port Operator Award and HPH Environment Award and Safety Award
- The "Most Sustainable Port Development" by the Transport Arabia Excellence Awards

### 2018

- Hosting the 2018 Trans Middle East Exhibition and Conference
- Getting the Terminal Operator Award at Lloyds South Asia, Middle East & Africa Award ceremony



# Sustainability at ACT



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

## Our Sustainability Framework

### Organizing our approach:

ACT's sustainability framework articulates what sustainability means to ACT. It reflects the company's integrated approach to making ACT more sustainable and addresses the issues that matter the 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.

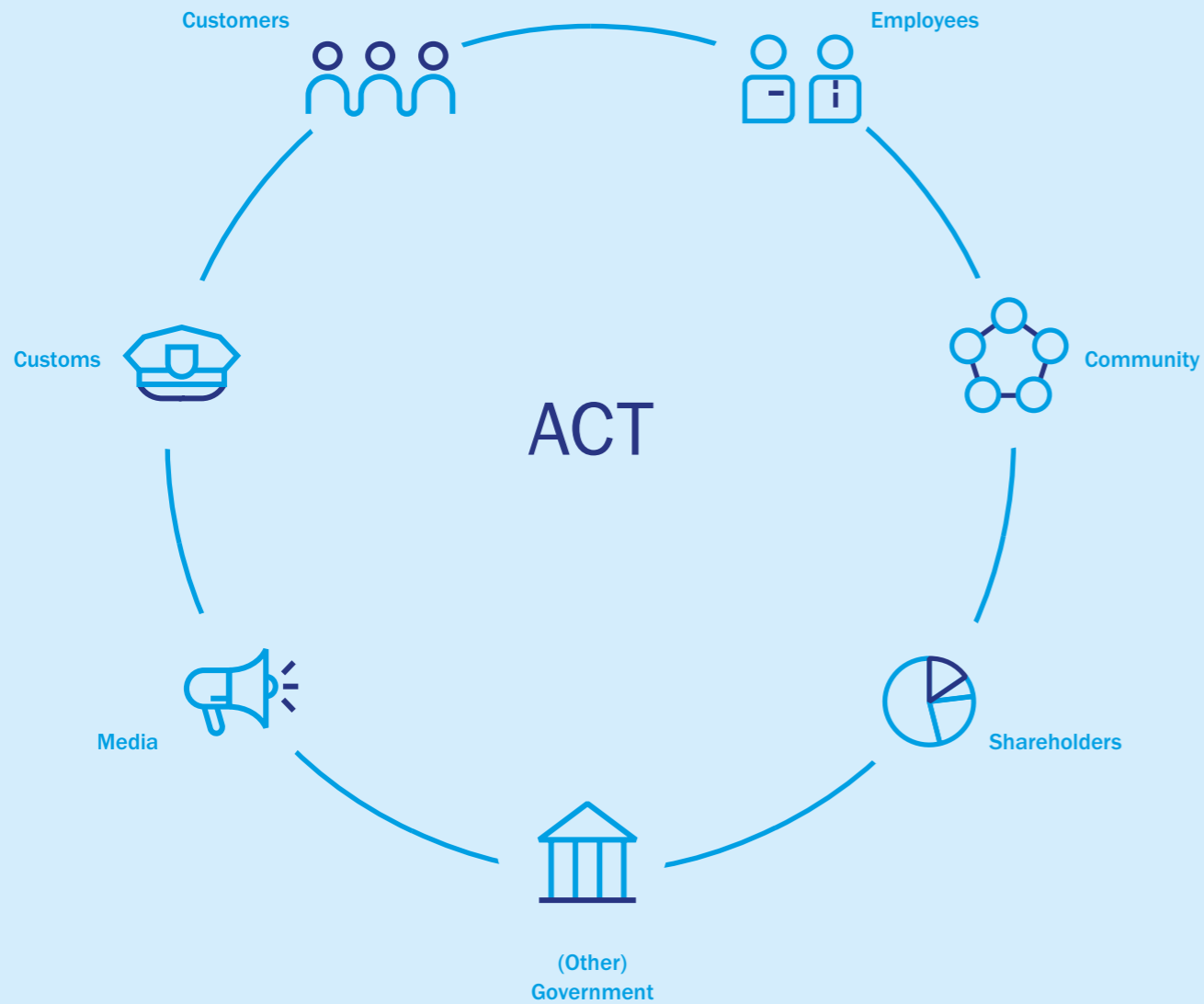




## Stakeholder Engagement

ACT's sustainability management program 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.

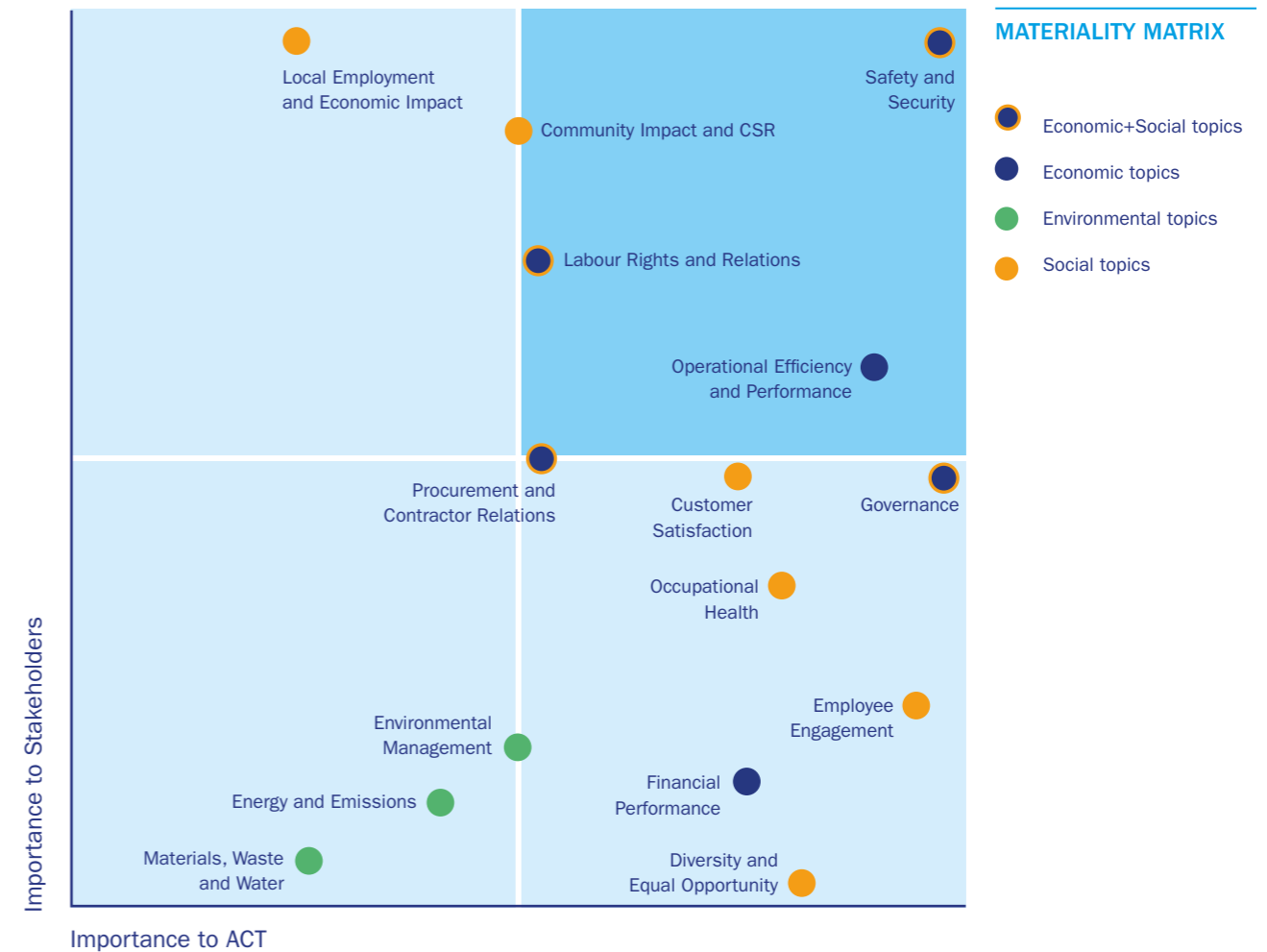


## Reporting on What Matters the Most

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 stakeholders and business at the same time.

ACT ensures that it keeps its materiality matrix updated and aligned with the latest sustainability issues and industry trends. In 2021, no significant changes were made to material aspects compared to the previous year. Safety and Security, Community Impact and CSR, Labour Rights, and Operational Efficiency remained the most significant topics among our material topics

More details about the materiality process are presented in **Appendix B**.



# 2021 Performance Highlights

938   
Employees

APMT   
regional award  
“AME Customer Focus  
Terminal of the Year 2020”

Zero   
Fatalities

ISO14001   
Certification Renewal

35 m<sup>3</sup>/1000   
TEU Water Intensity

38%   
Recycled Waste

JOD +25m   
Employee Wages and Benefits

13%   
Female Representation  
in Middle Management

0.79   
LTIFR


4,117   
Training Hours Provided

0.19 GJ/TEU   
Energy Intensity

2,777   
Volunteering Man-hours


81%   
Spending on Local  
Procurement

JOD 57,770  
Direct Community  
Investment

100%   
of Employees and Contractors  
Trained on H&S Practices

JOD  
57,770   
Community Investment


9.86 GHG   
Emissions Intensity

99.8%   
Nationalization Rate




6   
CSR Projects

5S methodology  
Applied for Hazardous  
Waste Management

4%   
Turnover Rate

+104,000   
Kgs  
Recycled Paper and Cardboard

20   
New Pieces of Equipment  
Were Purchased as Part of the  
Equipment Replacement Plan

12%   
Decrease in Near  
Miss Incidents

JOD +94m   
Revenues

765,662 TEUs  
Throughput


30 KWh   
Capacity from Solar Panels  
Installed on 3 STS Cranes

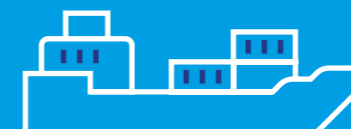
  
JOD 64,650  
Environmental  
Protection Expenditure

  
“Sales Force”  
Application Launched for Customer  
Relationship Management

6%   
Less Operating  
Costs

  
Zero  
Incidents of Corruption

99.7%   
of Staff Received Two  
Doses of COVID Vaccine



## KAIZEN HIGHLIGHTS in 2021

Way of Working  
10 (WoW10)  
Program Was Rolled Out Successfully<sup>1</sup>

162  
KAIZEN Projects Were Developed  
Across Multiple Business Areas

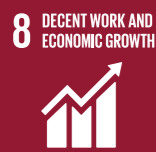
ERP system  
Was Upgraded to the Latest Version  
for More Streamlined Operations  
Following APMT's Improved  
Standard Processes

<sup>1</sup> The Way of Working (WOW) Hero Award is an inaugural award from APMT for role-models of Lean behaviors, who took ownership to improve the business using AOMT's Way of Working elements and tools.

Chapter 1

# Making Jordan the Transport Hub of Choice

ACT remains liners' preferred terminal in the region with the wide range of marine and container services it provides and its extended capacity to handle the world's largest container ships.



## A Regional Gateway

As a major modern mainliner port, ACT has the capacity to handle the largest container ships. To further strengthen ACT's competitiveness as a gateway to Iraq, Syria and Palestine, ACT worked with partners across the full supply chain to promote and develop an easier process to regain the transit cargo.

One of these initiatives with Jordan Customs was to introduce new pre-arrival clearance protocols. Using the new pre-arrival clearance process, containers in transit to these countries are now arriving the border within 24-36 hours, depending on the transit country, versus 1-2 days in the normal clearance process.

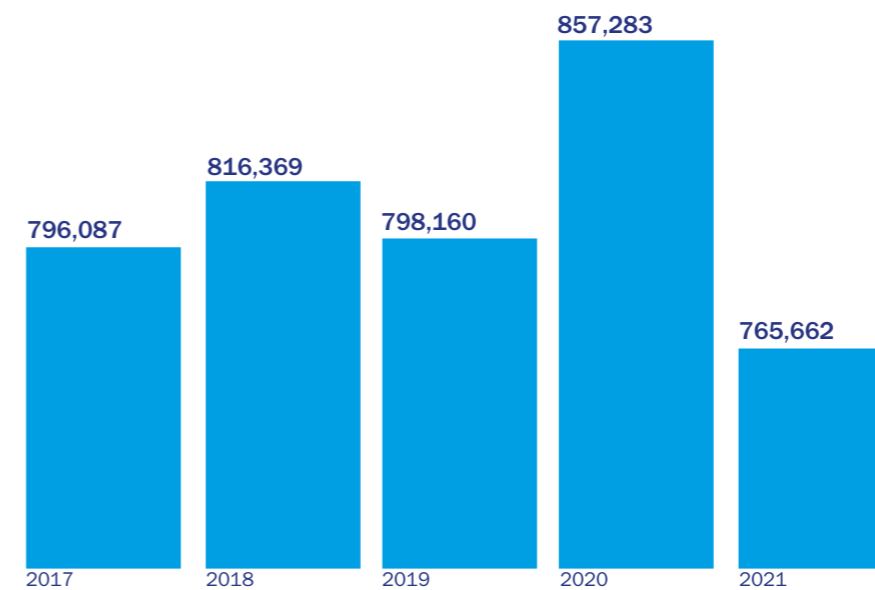
In 2021, ACT recorded a throughput of 765,662 TEUs, with exports raising 7% over last year. On the other hand, we had recorded lower imports and transit volumes, due to the global factors such as freight rate and the COVID -19 pandemic consequences

### CONTAINER MOVEMENTS (TEU)

	2017	2018	2019	2020	2021
Full Export (TEU)	125,767	113,731	105,962	117,856	125,753
Transit (TEU)	6,281	11,862	13,549	19,126	13,549
Full Import (TEU)	401,759	410,754	405,631	433,493	391,526

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

### TOTAL THROUGHPUT (TEU)



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. We have set a 3-year plan (2021-2023) with the following breakthrough objectives:

- 1.** Grow and diversify revenue base
- 2.** Deliver superior value to shareholders



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

### EVERY GLOBAL SHIPPING LINE CALLS AQABA CONTAINER TERMINAL



### ACT IS A UNIQUE GATEWAY TO THE RED SEA, SUPPORTING THE TRANSIT CARGO TO MOVE THROUGH JORDAN:

01	Direct access to the market	Top 10 global carriers have direct calls at Aqaba connection to/from key markets.
02	Faster ocean transit time	The transit time of the cargo traveling from Latin America, USA, and Europe to Iraq is two weeks less when passing through Aqaba.
03	Lower freight rate	For shipments arriving from the Far East, ACT provides competitive freight rates.
04	Lower port charges for transit cargo	40% - 75% lower charges and special discounts offered for transit cargo.
05	Fast Cargo Transit	Direct cooperation between all parties in the supply chain to reduce the transit time from discharge until reaching the borders of the neighboring countries.
06	Efficient operation and transparent service charges cost	Best operational practices in terms of trucking and serving shipping lines with optimized turnaround time.
07	Pre-clearance service	All the clearance procedures of transit cargo can be finalized before arrival to ACT port.

## Awards and Recognition

ACT's continued hard work has resulted in efficient, safe, and reliable operations in the most sustainable ways possible. We are proud of our achievements thus far and humbled by the recognition and accolades received from esteemed peers and organizations from within our industry.

ACT has received numerous awards and nominations in recognition of its achievements in the areas of sustainability, operations, environment, and health and safety. In the coming years, ACT is committed to continuously improving and making progress in these important areas as well as focusing on improving other material areas of our business.

Below are highlights of awards and recognition that ACT has received since 2016 in descending order:

### AWARDS AND RECOGNITION

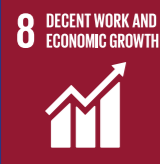
- APMT 2020 WOW Hero Award** for the continuous improvements and lean methodologies implemented at ACT.
- APMT regional award “AME Customer Focus Terminal of the Year 2020”:** Aqaba container Terminal received an award for its outstanding customer service during the pandemic in 2020.
- Occupational Health and Safety Excellence Award:** In 2020, ACT was once again recognized by the Jordanian Social Security Corporation for its achievement in exceeding all health and safety standards and benchmarks, in addition to its employees' preparedness in dealing with the varying emergencies and contingencies.
- Safety award for excellence:** ACT won the 2019 safety award for excellence from social security based on a comprehensive audit conducted early in 2019.
- Lloyd's List finalist for “Port Management and Infrastructure” Award:** In 2019, ACT was nominated as a finalist for Lloyd's List “Port Management and Infrastructure” Award.
- Lloyd's List Terminal Operator Award:** In 2018, ACT was chosen by a panel of expert judges as the winner of the Terminal Operator Award based on the Terminal's overall performance including its safety records, operational efficiency and customer care.
- 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.
- 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 recognized 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 recognized 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 recognized for its unconditional support to the export industry during critical times.
- Workplace Safety and Health Award:** In 2016, ACT was once again recognized by the Jordanian Social Security Corporation for its achievement 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.

Chapter 2

# Foundation for Excellence



Along with safety, operational efficiency is at the core of ACT's business. ACT constantly seeks 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.




## Operational Efficiency

ACT endeavors to provide the best service while also expanding and improving the terminal's operations. ACT has significant investments in strategic projects, resulting in a huge rise in the terminal capacity, productivity, and efficiency.

In 2021, ACT achieved another milestone in operational efficiency resulting in a remarkably improved Gross Crane Productivity, Truck Turnaround time, and Dwell times in comparison to last year. These improvements were mainly due to upgrades made to the terminal operating system and the purchase of 20 new pieces of equipment. Together, this increased the operational efficiency of both the yard and berth while simultaneously decreasing the fuel consumption.

New Equipment Purchased in 2021

**14**  Terminal Trucks

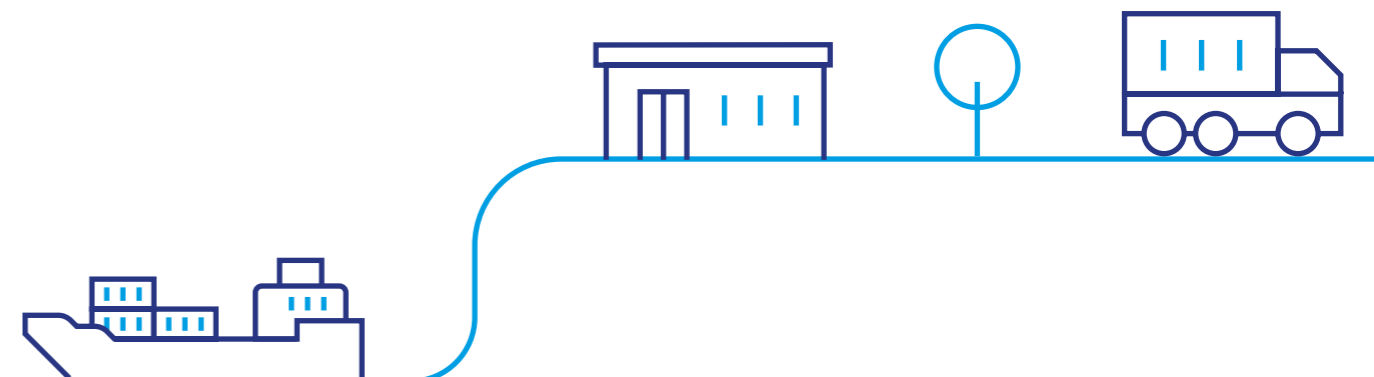
**4**  Empty Container Handlers

**2**  Reach Stackers

### OPERATIONAL EFFICIENCY

	2017	2018	2019	2020	2021	5-Year Trend
Total Throughput <sup>1</sup>	796,087	816,369	798,160	857,283	765,662	-3.82%
Gross Crane Productivity <sup>2</sup>	34.67	34.14	33.01	32.36	34.28	-1.12%
Truck Turnaround Time (Hours)	0.56	0.59	0.57	0.63	0.53	-5.36%
Dwell Time for Full Import (Days) <sup>3</sup>	8.99	9.74	8.73	10.44	6.80	-24.36%

- Total throughput contains both full and empty containers, while export, transit and import performance represent full containers only.
- 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 clearance processes and customer choice. Higher dwell times lead to higher utilization of the terminal, reducing efficiency and limiting throughput capacity of the terminal.



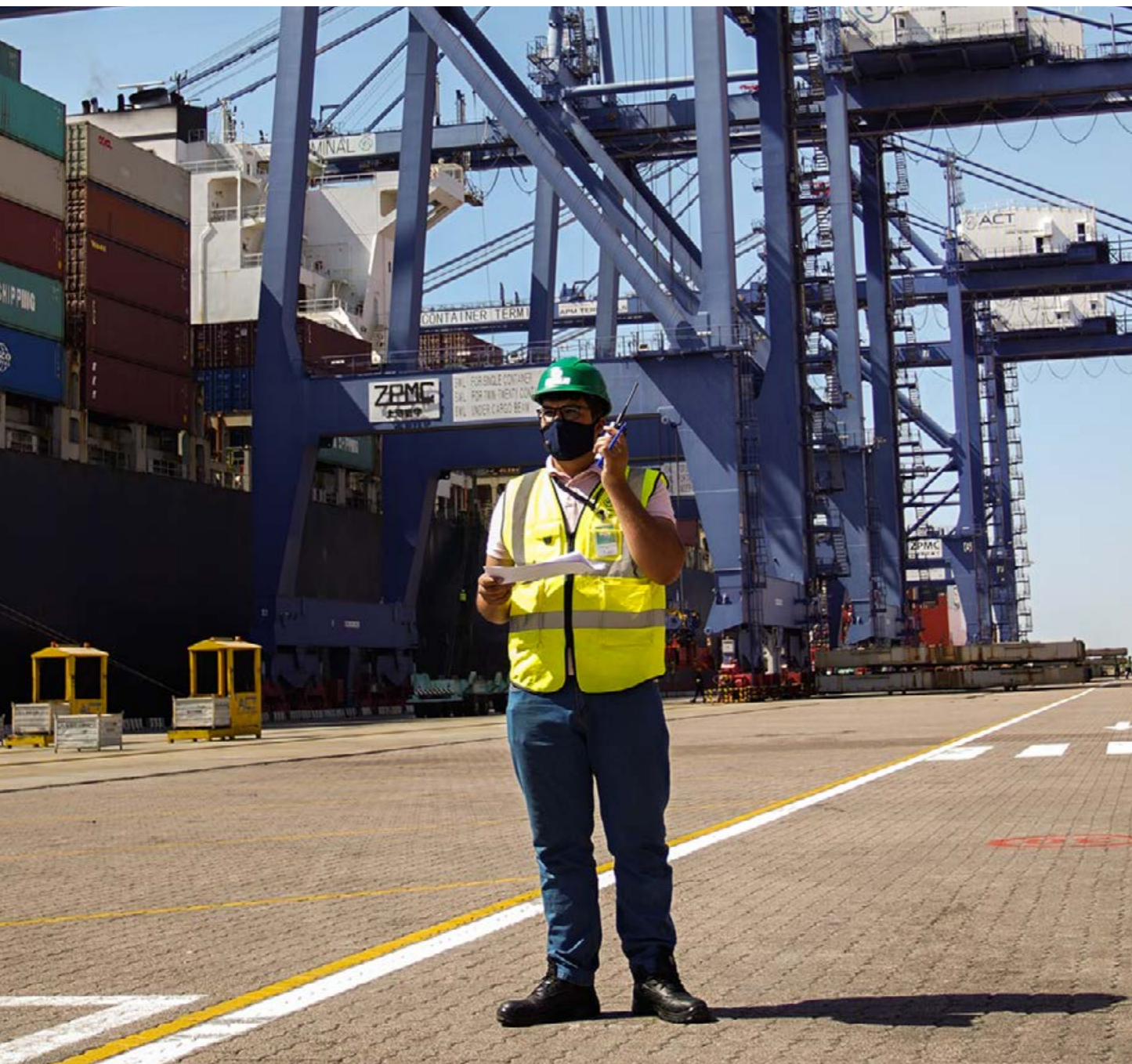
## Overall Labor Effectiveness (OLE)



Overall Labor Effectiveness (OLE) is a key performance indicator that assesses the performance, utilization, and quality of the workforce. It can be used as a tool to examine labor productivity. This enables companies to identify areas where losses occur and implement changes to help reduce costs while increasing overall productivity and profitability. ACT has begun to implement the OLE

tool to determine how much waste is occurring and whether this is due to availability losses, setup losses, or operational losses. Ultimately, this will have a significant impact on the efficiency and quality of services provided to customers by identifying the waste buckets and bottlenecks in the process and being able to address them with suitable corrective measures in place.

Following an online training session from the APMT team this year, our operation team were able to develop ACT's own tool. This tool was used to gather data and identify losses before corrective actions were implemented to reduce time waste and improve labor productivity and availability.



## Digitization and Cybersecurity

In the modern world, no industry is exempt from the digital revolution, especially after the COVID-19 pandemic compelled every business to upgrade their systems and technological capabilities as a way to survive.

Digitization has long been part of ACT's overarching business strategy with an aim to attract commercial activities to the Kingdom. As part of its forward-thinking approach, ACT has significantly ramped up its digital innovation efforts, with the goal of enhancing its operational efficiency, sustainability, and profitability on all levels.

As part of our commitment towards greater efficiency, ACT is focusing on cybersecurity as a means to enhance its customer experience and safety, while assuring business continuity around the clock without any disruption. Cyber-resilience is paramount for data protection and the security of our company. At ACT, we take the threat of compromised cyber security seriously and it is one of the risks of highest concern. As a result, we have worked on reinforcing our platform to identify and investigate potentially malicious activity in the digital environment. A cybersecurity framework was recently developed for that purpose, helping the security team to construct an attack narrative which aids them in detecting potential threats and cyberattacks.

In terms of Digital Transformation, we have developed a 5-year strategic plan to unlock the hidden value of data to be able to drive business enhancements and continuous improvement. The strategic plan has 4 main focus areas:

- 1 Stakeholders and Customers
- 2 Cross Functional Integration
- 3 IT Service Delivery
- 4 IT Management and Governance

Multiple projects were planned under each focus area to achieve its ultimate objective over the 5-year timeline, as described below:



**(VAS)\*  
STAKEHOLDERS &  
CUSTOMERS**  
Increase customer value through e-services.

- Appointment System.
- Crane OCR.
- Gate Automation.
- Upgrade N4 System to V 3.8
- CMMS.



**CROSS FUNCTIONAL  
INTEGRATION**  
Facilitate cross functional dialog for business by technology.

- Process Automation.
- Manual Processes Automation.
- Business Intelligence.
- Improve Engagement & Collaboration Tools.
- Tele-Communication system upgrade.



**IT SERVICE DELIVERY**  
Continue to drive high quality services with the latest technology.

- High quality service delivery with lower cost.
- Preventive Maintenance for Infrastructure and Applications.
- Proactive Engagement with end user.
- Minimize application & Infrastructure down time through proactive actions.



**IT MANAGEMENT &  
GOVERNANCE**  
Man Strategy/ Service Core.

- Technology consultancy.
- Check with departments what need to be automated.
- IT Policies Optimization.
- Organization Re-structuring to be aligned with regional vision.
- SLA approach & standardization.

Our Business Intelligence Strategy leverages industry-leading technology to transform the terminal's diverse data sets into insightful dashboards, reports, and charts that help integrate innovative solutions across all our operations. Furthermore, our Information and Communication Technology (ICT) systems, that are connected with Jordan Customs and Nafith, promote the operational efficiency at the terminal through reducing manual transactions, increasing data accuracy, and improving workforce utilization, positioning ACT as a leader in the area of digitization.



### Crane Optical Character Recognition (OCR)

ACT takes the safety of its employees very seriously and has committed to implementing the Optical Character Recognition (OCR) on cranes to help identify and eliminate hazardous situations. As part of this, ACT has started reviewing the standard operating procedures of its operations from 2021 to help develop an automation plan that will identify and prioritize the processes that will

become automated over the next couple of years. This is expected to result in a reduction in manual quayside transactions, while optimizing our resource utilization significantly.

The next step will be to start automating the crane handling processes with the OCR technology. This will be backed up with a Closed-Circuit Television (CCTV) system

to automate transactions and to detect any damaged containers or missing seals. If any problems arrive, the system will generate an automatic notification that will ACT's workforce to take corrective actions immediately. Once this has been implemented, ACT can mitigate the claims and financial liabilities incurred due to unreported damages and missing seals.



## Customer Satisfaction

At ACT, we believe that customers' feedback is an important part of our continuous development. To deliver the best services and maintain healthy relationships with our customers, we continuously adopt the best practices to learn about our customers' needs and expectations.

In 2021, ACT established a Customer Relationship Management (CRM) application called "Sales Force" in an effort to attend to our customers' complaints and queries in a timely manner. This also enables us to identify any gaps and revamp the process where needed.

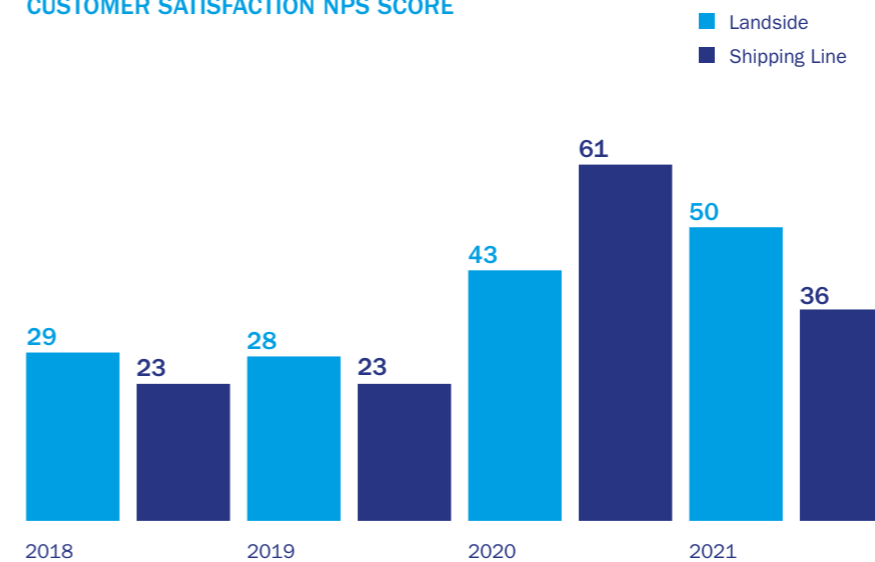
We have also developed a new in-house revenue ticketing system that allows customers to follow up on their order status, view their account statements, and request and print invoices while being able to place service requests online at the click of a button. As a result of this user-friendly system, we have seen a rise in the number of daily transactions with improved accuracy.

All these efforts reflected in a better Net promoter score (NPS) on Landside services this year, increasing the score from 43% to 50%. On the Shipping Line aspect, the NPS score dropped to 36 due to facing some issues in out-of-berth

window vessels that were subject to additional charges, resulting in lower satisfaction scores by shipping lines. As a corrective measure, we have rolled a new initiative to incentivize vessels arriving within agreed windows, in an effort to develop a more stable and consistent supply chain for Jordan's importers and exporters.

It's worth mentioning that we managed to resolve 98% of the issues that were raised through the customer service desk system this year. The 2% of unresolved issues represent requests to upgrade our systems, which is part of 2022 continuous improvement plans.

CUSTOMER SATISFACTION NPS SCORE



RESOLVED CUSTOMER COMPLAINTS  
Percentage of resolved issues that were raised through the ACT customer service desk system

100%

2019

100%

2020

98%

2021

To further enhance our customers' experience we are also planning to automate the appointment system of gates and trucks to speed up the process, eliminate human errors and prevent any delays that could occur on the gate. As part of the

Continuous Improvement program at ACT, this change is one of many prospective automation projects that will provide agile services to our customers and enhance their experience with ACT.

# Continuous Improvement

ACT believes that continuous improvement is not only a business requirement that generates profitable return, but a vital need for a responsible business that imposes minimal impact on the environment.

2021 witnessed several continuous improvement projects that had a remarkable impact on the quality of our services as well as significantly improving the health and safety culture within the organization. For example, we have installed an access

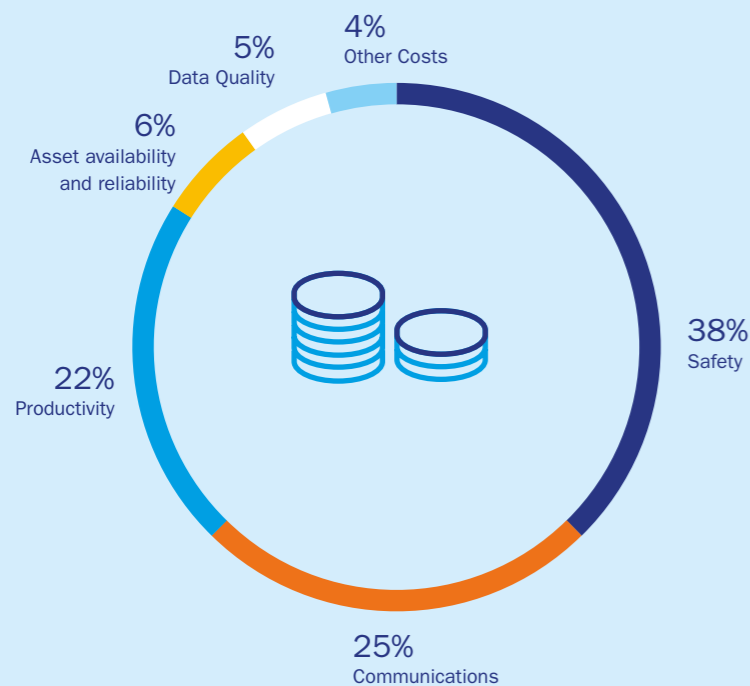
control system on all our Ship-to-Shore (STS) cranes and Rubber Tired Gantry (RTG) doors, limiting access to authorized personnel to increase the security of ACT's main assets and systems. We have also upgraded the Enterprise Resource Planning (ERP) system in our engineering department to the latest global version (IFS-10) to improve the engineering operations and be aligned with the global APMT improved standard processes.



## KAIZEN Program

KAIZEN is a continuous improvement philosophy that we started to embed into our operations in 2020, aiming for optimized resource planning, reduced waste and higher efficiency across functions.

We have followed a similar approach over the last year to identify any gaps and opportunities for improvement. 162 KAIZEN projects were developed across multiple business areas as illustrated below.



## Way of Working 10 (WoW10) Program

After months of hard work, ACT successfully rolled out the Way of Working 10 (WoW10) Program in 2021. This significant milestone provides a strong foundation to deliver consistent and standard operating procedures to help drive ACT towards becoming a world-class terminal operator.

Upgrading to the latest version of ERP system was a major step within the WoW Program that will help to streamline operations. We expect this program to bring about large-scale optimization projects and new opportunities that will benefit ACT and other APM Terminals.

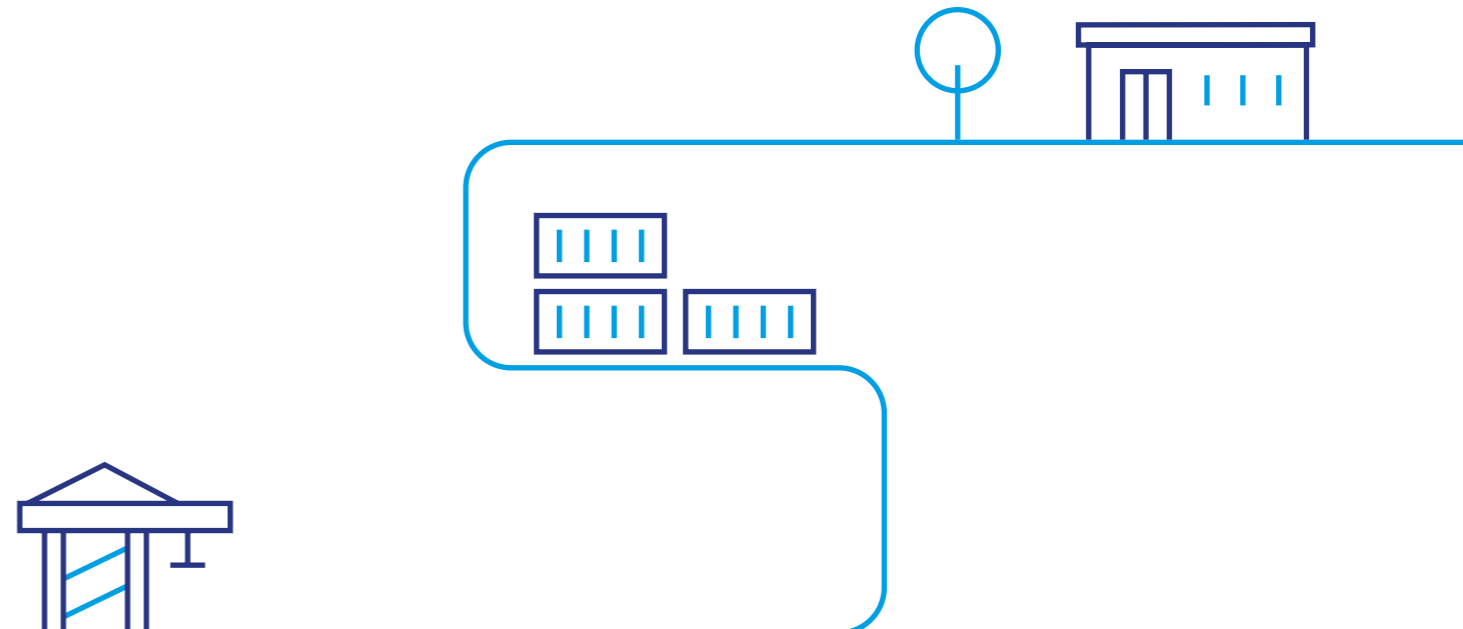
In the next 2-3 years, we are pursuing further enhancements through our continuous improvement program. The main targets are the following:

- 

Roll out Asset Maintenance Strategy in 2022 as part of APMT's global plan that will result in an efficient customer service through improved equipment life cycles and cost-effective processes.
- 

Implement the 4th phase of the five-year equipment replacement plan, purchasing the 8 new Terminal Trucks and 1 Reach Stacker.
- 

Develop an automated system for fuel data collection that will improve the accuracy of fuel monitoring, while reducing the operational and safety risks that could result from fuel shortage in some equipment.





# Financial Performance

Financial performance of any company is a key measure of its business health and its contribution to the economic welfare of the country it operates in through taxes, wages, royalties and dividends.

By the end of 2021, ACT was able to generate JOD 94 million in revenues and a 17% increase over last year in its return on invested capitals, while cutting operating costs by 6%, which marks a remarkable achievement especially after the pandemic.

## FINANCIAL PERFORMANCE (JOD)

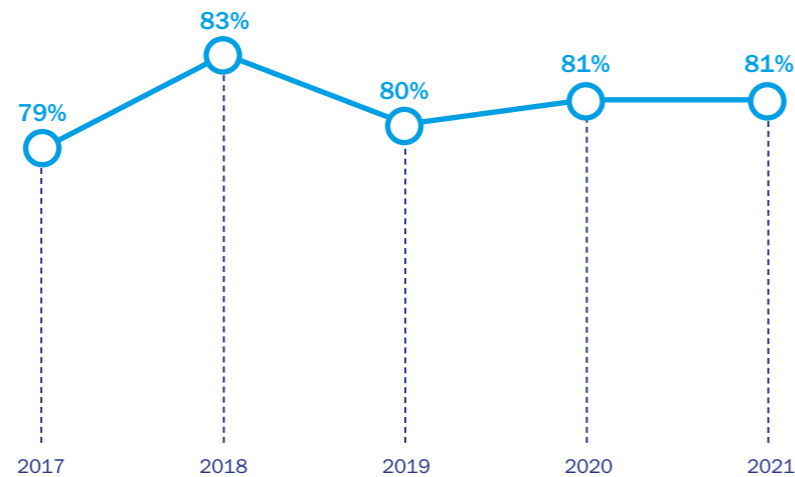
	2017	2018	2019	2020	2021
Revenues	92,440,000	100,154,000	98,158,458	112,052,516	94,800,154
Year-to-year variance	-6%	8%	-2%	+14%	-15%
Operating Costs	58,350,000	61,381,000	57,762,103	63,018,777	59,428,616
Year-to-year variance	- 8%	6%	-6%	+9%	-6%
Royalties Paid	25,290,000	28,360,000	25,026,241	-32,329,910	23,292,539
Taxes Paid	902,200	1,400,000	1,492,340	1,704,712	1,930,463
Cost Per Container Moved	146	154	150	140.58	136.023
Return on Invested Capital (%)	12.6%	16%	19.4%	29.3%	46.3%

## 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. Stemming from our responsibility towards the development of the local economy in support of the Jordanian National Vision 2025, we strive to prioritize local suppliers in our procurement practices. We sustained a local procurement spending of 81% in 2021, reaffirming our commitment towards increasing the local content within our value chain.

## LOCAL PROCUREMENT SPENDING (%)



# Good Governance

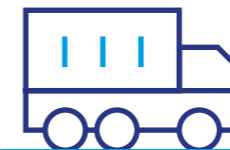
In light of ACT's mission of developing and upgrading a modern supply chain with the highest levels of transparency and reliability, we prioritize adopting the best-in-class governance framework with a structured and well-monitored reporting system to prevent any form of corruption, fraud, or illegal actions.

## Business Ethics and Compliance

At ACT we have several core values that provide our workforce with a common goal. These values include constant care, humbleness, and honesty and are instilled in our workforce with a strong emphasis in our Code of Conduct which follows the highest ethical standards and guidelines.

Complying with national and international regulations is a priority for us at ACT. We leverage every opportunity to engage our employees in regular trainings and awareness sessions to broaden their horizons and ensure their full adherence to the company's rules and regulations. In 2021, ACT held an online anti-corruption training session hosted by Maersk for all White-Collar employees, which resulted in increasing the total number of employees who received this training by 6% over last year.

ACT has also participated in many virtual events during the past two years, including recorded video interviews with executive leadership members focusing on Anti-Corruption, Anti-Competition, Foreign Trade Control, and Third-Party Management. It was a valuable opportunity to network and share experiences with peers from the region, learning about contemporary issues in corporate compliance and drawing inspiration from international best practices, especially in the high-risk regions. We are proud to see that our deployed governance measures have resulted in zero recorded corruption incidents over the past two years.



## FINANCIAL PERFORMANCE (JOD)

	2020	2021
Number of significant risks related to corruption identified through the risk assessment	1	1
Total number of confirmed incidents of corruption	0	0
Percentage of employees who received anti-corruption training (%)	17%	23%

## Whistleblowing and Grievance Mechanism

Ensuring transparency and good governance necessitates a sound whistleblowing system that allows for reporting and identifying all potential or confirmed threats. This allows us to be proactive in dealing with such risks

and the associated costs that could occur as a result of such incidents.

At ACT we have an internal anonymous whistleblowing system that enables employees to report

any illegal practices that conflict with our Code of Conduct. All the cases reported this year were investigated and resolved with proper corrective actions put in place.

## Board of Directors

Our Board of Directors reports directly to the CEO, and consists of seven non-executive independent members, with three representatives from Aqaba Development Corporation (ADC) and four representatives from A.P Moller Finance S.A. Every quarter, the board

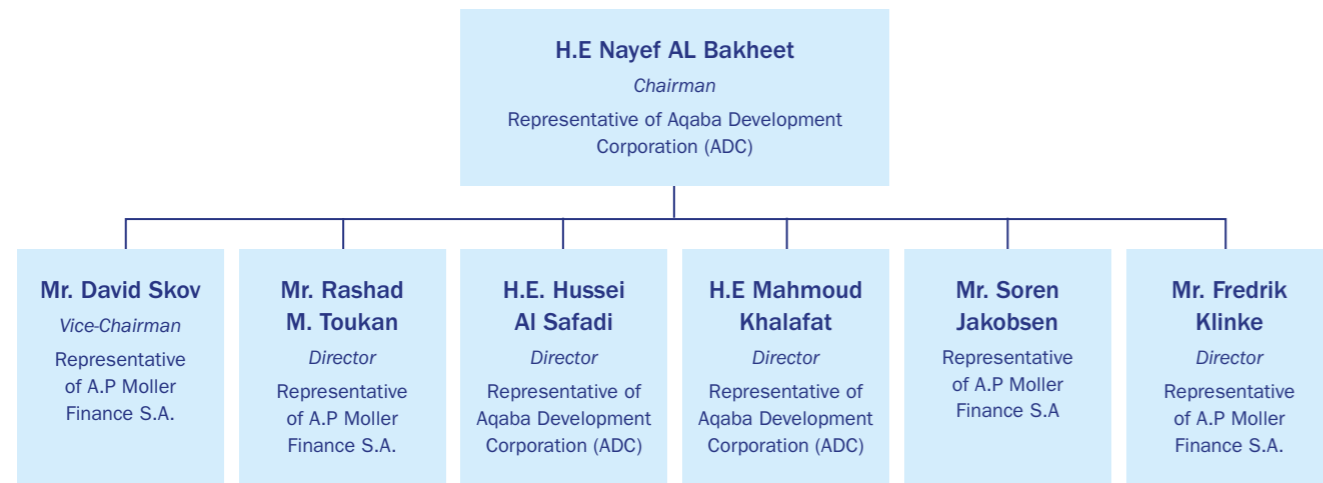
of directors meets to determine the company's overarching aims and directions and ensures ACT's compliance with corporate governance.

The Audit Committee is a permanent sub-committee of the Board, that

meets twice a year to ensure that our internal control systems, compliance and legislative requirements, risk management, internal audit, and compliance are all working in harmony.

### BOARD OF DIRECTORS

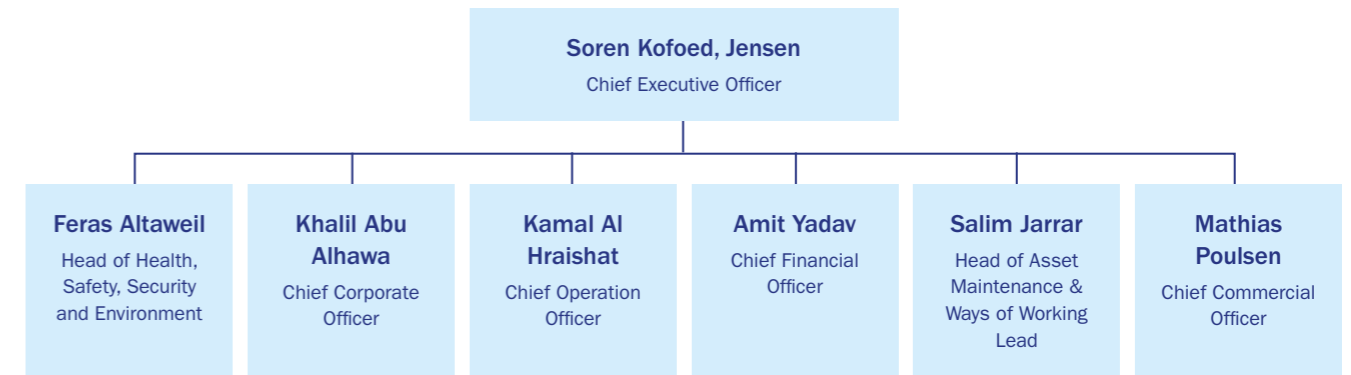
	2017	2018	2019	2020	2021
Percentage of independent directors (%)	100%	100%	100%	100%	100%
Total number of board members	7	7	7	7	7
Breakdown by age:					
< 30	0	0	0	0	0
30-50	2	2	3	4	2
> 50	5	5	4	3	5
Board of members Remuneration (JOD)	51,485	64,112	50,810	57,050	55,685



## Senior Management Team

The Senior Management Team at ACT has an average of 20 years of experience in shipping and logistics sector, making them uniquely suited to carry out their work and fulfill the company's vision. It is led by our CEO Mr. Soren Kofoed Jensen and is responsible for the day-to-day management of ACT's business.

The management approach at ACT revolves around "Engagement", creating an open-door policy where any employee can communicate directly with relevant parties from line management up to the CEO.

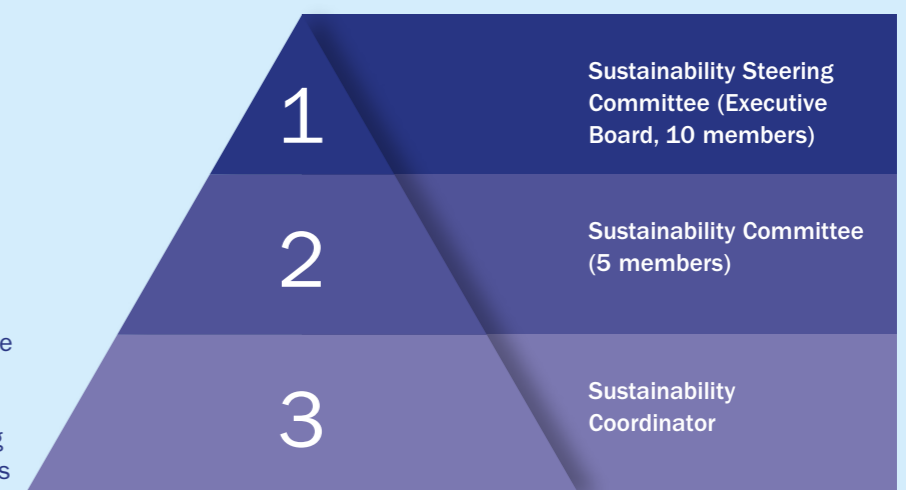


\* As part of the new organizational structure in 2021, Steven Yoogalingam resigned, and Soren Jensen was appointed as Chief Executive Officer (CEO). Also, Amit Yadav was appointed as Chief Financial Officer (CEO) and Salim Jarrar as Head of Asset Maintenance and Ways of Working (WoW) Lead, whereas Mathias Poulsen was appointed on the first quarter of 2022 to lead the commercial activities.



## Sustainability Governance

ACT's sustainability performance is ingrained in every aspect of our operations. We have a Sustainability Committee in place to track and analyze ACT's sustainability performance, as well as develop the company's annual sustainability report. The committee also participates in industry-wide sustainability events like Global Safety Day. The executive management team and members of the Sustainability Committee make up the Sustainability Steering Committee, which has ten members in total from the commercial, operations, human resources, finance, and HSSE divisions.



Chapter 3

# Operating Responsibly

ACT's commitment to safety and excellence in its operations defines how business is conducted. Risk management, employee training and visible leadership are the foundation of ACT's safety and environmental programs. ACT invests strategically to minimize its environmental impact and upholds the highest environmental and safety standards.



## Health and Safety

Conducting operations in a safe and efficient manner is a core responsibility of the entire workforce at ACT. As such, we have committed to upholding comprehensive safety standards to keep employees safe and to ensure operations run as smoothly as possible. The nature of our work as well as the heavy machinery involved in it necessitates having the appropriate safety measures in place. Therefore, since 2012, ACT has implemented a "separation of man from machine" program to protect employees and contractors from traffic accidents.

Our Health and Safety (H&S) management system is aligned with the Jordanian governmental guidelines, as well as the APMT guidelines for

workplace safety, and is founded upon the concepts of safe people, safe systems, and safe equipment. Our H&S approach focuses on three strategic elements:

- 1 Empowering employees, as experts in their fields, to find solutions and improve safety standards.
- 2 Building and strengthening the capacities necessary for dealing with emergencies through training and development.
- 3 Maintaining open communication with the company's experts on the front lines and ensuring its responsiveness to employees' needs.

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

### THE FATAL 5 STANDARDS:



#### Transportation

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



#### Stored Energy

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



#### Suspended Loads and Lifting

Ensuring our equipment and work practices minimize exposure to personnel.



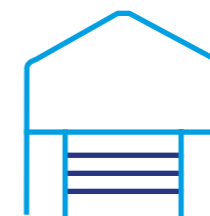
#### Contractor

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



#### Working at Heights

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



In 2021, we managed to reduce the Lost Time Injury Frequency Rate (LTIFR) to 0.79 compared to 2020 with zero fatalities maintained for the 6th year in a row. Near Miss Incidents continued to decline this year with a 12% decrease over last year. Upholding regular health and safety trainings

for our employees and contractors, while conducting safety audits and continuously revamping our processes to avoid serious work-related injuries resulted in ACT having excellent health and safety performance over the years.

Sustaining a safe and reliable infrastructure is a key part of our

Health and Safety program. In the first quarter of 2021, we have demolished the old Overpass Bridge, that connects customs offices to gates, and constructed a new one after repairing the existing retaining walls, asphalt, pavement, and other elements.

**SAFETY PERFORMANCE**

	2017	2018	2019	2020	2021
LTIFR (Per Million Man Hours)	1.79	1.78	2.24	2.60	0.79
Fatalities (Contractors and Employees)	0	0	0	0	0
Employees Trained in Health and Safety Practices	100%	100%	100%	100%	100%
Contractors Trained in Health and Safety Practices	100%	100%	100%	100%	100%
Sick Leave (Number of Days)	10,420	9,463	7,262	8,140	5,906
Near Miss Incidents	39	305	157	17	15
Safety Observations Reported (Unsafe Acts and Unsafe Conditions)	7,133	5,951	3,239	2,907	2,407
External Safety Audits	1	1	1	0	1

**Employees Medical Checks**

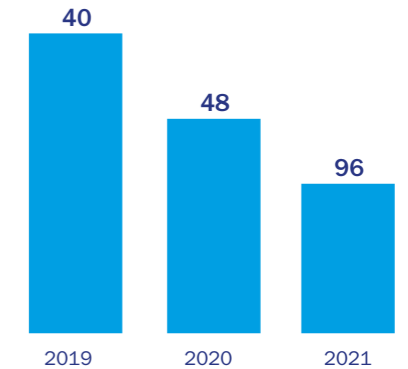
ACT actively seeks to prevent inherent occupational health risks by requiring all of its employees to undergo a periodic medical examination. This examination allows ACT to determine whether or not an employee is fit to perform their job without risks as well as enabling ACT to carefully monitor and manage any health risks

**Emergency Preparedness and Response**

In all its planning activities, ACT strives to reduce risks by all possible means. 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.

This year, we have doubled the number of emergency response drills to reach 96 drills through including it as a monthly safety KPI to be implemented by ACT's HSSE team throughout the year. This has significantly contributed to our H&S performance and pursuit of operational excellence.

**NUMBER OF EMERGENCY RESPONSE DRILLS**



**A Safety Assessment for ACPOM**

After two fatal accidents occurred at Aqaba Company for Port Operations and Management (ACPOM) – a neighboring facility that is not managed by APMT – Aqaba Development Corporation (ADC) requested that ACT assess the safety situation at ACPOM and make recommendations on how to improve safety measures in their locations.

Responding to the call, we conducted multiple site visits and held meetings with operations and management teams at ACPOM to identify improvement gaps and help them enhance their safety practices.

This experience allowed ACT to practice safety auditing procedures and presented ACT as a trusted reference to workplace safety in Aqaba. We are planning to conduct further assessments at neighboring companies where we can share the best Health and Safety practices while also contributing to our continuous improvement journey as we learn from other companies' strengths and weaknesses.

**GIZMO Incident Reporting Tool**

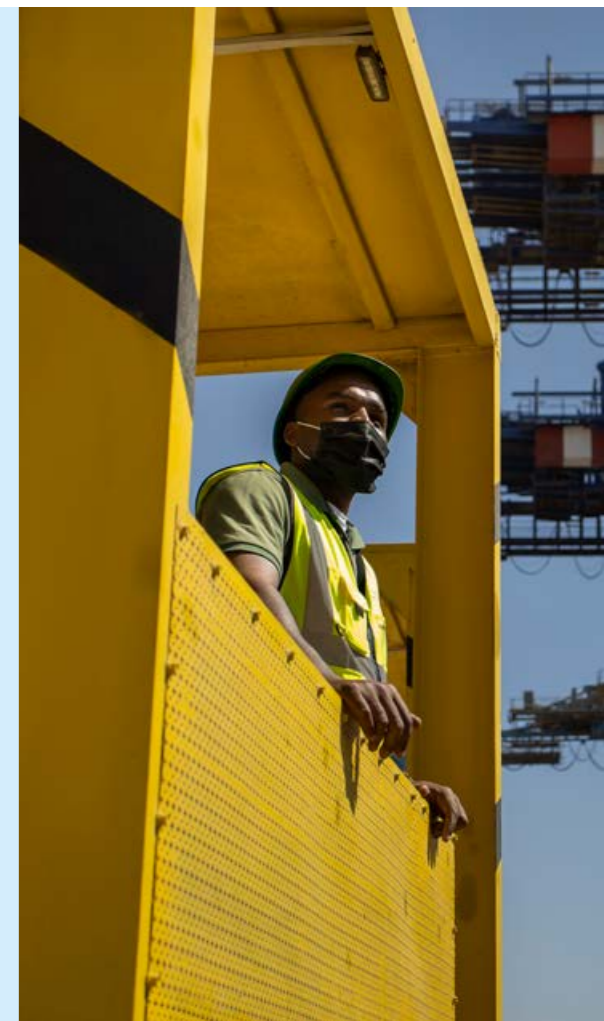
In addition to providing safe equipment, systems, and procedures, we recognize that an effective risk management system also considers the behavior and attitudes of the workforce. As a result, the attitudes and values regarding safe working are important factors that inform our safety approach and performance.

To help us achieve this, we have continued to use APMT's GIZMO reporting tool which enables our workforce to record any safety-related observations and incidents. We use this information to implement corrective actions and prevent repeat incidents from occurring. For example, in 2021, our workforce reported 2407 observations, and 80% of these were corrected.

**Coronavirus in 2021**

The COVID-19 pandemic presented a difficult challenge due to the rapid spread of the virus and its adverse effects on people's health and morale. To ensure the safety of our employees, we strictly adhered to all government guidelines in addition to implementing our own proactive approach to detect infections and prevent the spread of the virus at ACT facilities.

To help prevent the spread of COVID-19, we signed an agreement with a private testing laboratory to which all suspected cases were referred for testing. In the case of a positive result, we advised employees to stay home and avoid contact with other people to help limit the spread. We also enforced social distancing at all ACT facilities, and we closely monitored all employees' contacts to enable us to contract trace if an employee tested positive. These steps helped us to prevent an uncontrollable number of positive cases. Once available, 99.7% of our staff received two doses of a COVID vaccine. As a result of all these efforts, ACT recorded zero COVID-related fatalities during the pandemic.



# Environmental Performance

At ACT, we pride ourselves on our environmental management approach which aims to optimize our environmental footprint by conducting higher levels of activity with a lower environmental impact. Our environmental management approach also provides significant benefits to ACT by reducing the consumption of energy, resources, and the cost of waste management.

The company is on its journey towards decarbonizing its operations over the next two decades. This commitment aligns with APMT and Maersk climate ambitions, and will benefit the local port ecosystem as well as the larger community.

Environmental protection is embedded in ACT's operations, with special attention paid to GHG emissions, energy efficiency, water consumption, waste management, and oil spill prevention. As such, we take it upon ourselves to continuously invest in

environmental protection initiatives and awareness sessions to promote responsible and conscious behavior towards our natural resources. During the past five years, ACT has invested around JOD 290 thousand in environmental initiatives. We were able to maintain our excellent environmental performance with less expenditure over the last three years due to efficient use of resources and signing agreements with local entities to collaborate on environmental initiatives with lower incurred costs.

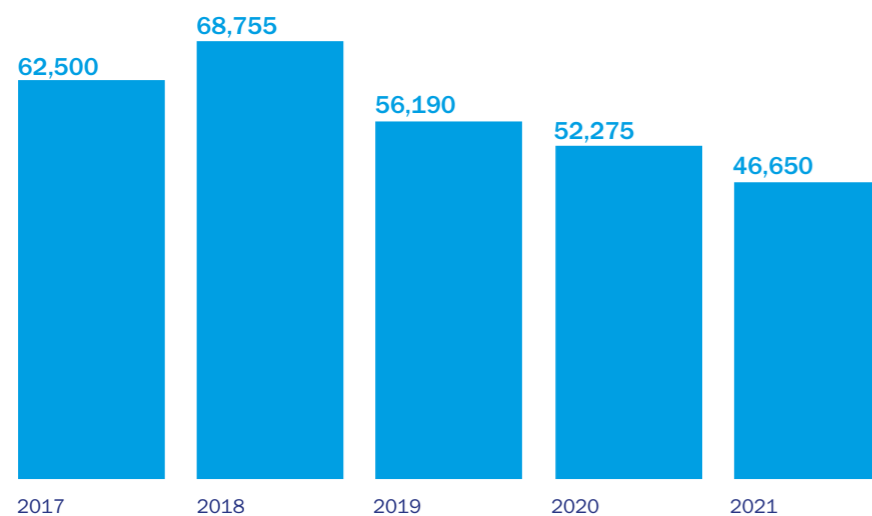
In 2021, more than 445 of our employees, contractors, and suppliers from different departments and companies attended environmental awareness sessions, showing a 27% increase over last year. In addition, we screened 100% of our contractors and suppliers using environmental criteria to uphold environmental awareness at ACT and to ensure that our suppliers adopt environmentally safe practices.

## Environmental Compliance

In compliance with our commitment to act as an environmentally friendly entity, ACT is certified with ISO 14001:2015. We have successfully renewed our International Ship and Port Facility Security (ISPS) code this year, which will remain valid until 23rd of March 2023.

In 2022, we are planning to renew our ISO14001 certification and perform an external auditor assessment of our environmental management system EMS to ensure we are meeting the assessment criteria and certification scope of Société Générale de Surveillance (SGS).

### ENVIRONMENTAL PROTECTION EXPENDITURE (JOD)



**445**

of our employees, contractors, and suppliers from different departments and companies attended environmental awareness sessions

## Energy Management

Our operations are inherently energy intensive. As a result, the company is dedicated to improving its energy efficiency as part of its sustainability journey.

In 2021, ACT reduced its fuel consumption by 11% over the previous year, which was mainly due to the stringent control measures that were applied on equipment fueling and refueling, along with the close monitoring of equipment

fuel consumption per move to identify fuel wastage.

As for electricity, we took various initiatives to reduce electrical consumption, such as switching to LED lighting in many facilities, and running multiple solar projects that all contributed to a significant drop in electricity consumption by 22% over the previous year. Consequently, our energy intensity for 2021 recorded 0.19 GJ/TEU.

**11%**

reduction in fuel consumption in 2021

### ENERGY PERFORMANCE

	2017	2018	2019	2020	2021
Electricity (kWh)	12,330,824	12,752,223	11,861,090	12,570,330	9,767,892
Electricity intensity (kWh per TEU)	15.5	15.6	14.8	14.66	12.76
Total fuel consumption (litres)	3,956,262	3,631,857	3,070,618	3,193,943	2,849,998
Fuel intensity (litres per TEU)	5.4	4.4	3.85	3.73	3.72
Total Energy consumption (GJ)*	197,498.31	186,460.87	161,533	168,858.78	145,459.33
Energy intensity (GJ/TEU)	0.25	0.23	0.20	0.20	0.19

\* Figures have changed due to improved calculation methods

## Installing Solar Systems for Electricity Supply

Climate change requires a global solution that ACT wants to be a part of. Consequently, we aim to manage our environmental impact in several ways including decarbonizing our operations and using clean, green and sustainable energy solutions wherever possible. Together, this will help the region and Jordan as a whole reduce its carbon footprint and its reliance on fossil fuels.

This year, we have continued with our solar systems projects, installing solar panels on 3 STS Cranes with a capacity of 30 KWh each. This covers around 12% of the electricity consumed by these cranes. We were the first company in Jordan

to adopt DC optimizers technology to overcome the challenge of high shadowing on cranes and ensure full utilization of the solar system.

In addition, we installed more than 200 solar PV panels on 25 car parking spaces with a solar capacity of 93 KW to control electricity costs and reduce our carbon footprint. By installing these panels we also aimed to enhance our customers' experience by protecting their cars from the sun, especially during the hot summer. The anticipated annual electricity generation from this project is more than 167,000kwh/year.

In 2022, we will increase the renewable energy production capacity to 950 KWh. The third phase of our solar energy projects is now in the tendering stage and actual power generation is planned to start in the third quarter of 2022. The anticipated annual energy production will be around 1,710 MWh and should cover almost 13.6% of ACT's annual consumption.

**950 KWh**

estimated energy capacity for 2022



## Climate Change and GHG Emissions

ACT is aware of the role that greenhouse gas (GHG) emissions play in climate change. ACT reviews its emissions annually and assesses the possible mitigation measures available to manage emissions at all operational levels, within and beyond the national targets.

Although our operations were back to normal this year, ACT was able to maintain the intensity of its GHG emissions at levels similar to those observed in 2020. Air monitoring is an integral part of an effective air quality management system. 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 the approved limits.

In 2021, we continued to improve ambient air quality through continuous maintenance improvement programs and lower fuel consumption, keeping our records within the approved limits as per the Jordanian Standard JS1140:2006. Accordingly, air emissions showed a huge reduction, especially NO<sub>2</sub> and TVOC emissions which dropped 82% and 37%, respectively. Zero SO<sub>2</sub> emissions were reported this year due to using biofuels in some ships and products with reduced sulfur content that is in line with the Jordanian standard specifications. In addition, atmospheric gases decreased significantly during the pandemic with little or no movement in the port and due to the suspension of neighboring factories.

**82%**   
reduction in NO<sub>2</sub> emissions

### GHG EMISSIONS

	2017	2018	2019	2020	2021
GHG emissions from Fuel Consumption (tCO <sub>2</sub> eq.)	10,476	9,617	8,131	8,458	7,547
GHG emissions from electricity consumption (tCO <sub>2</sub> eq.)	3.33	3.00	2.97	2.64	2.26
GHG emissions intensity (tCO <sub>2</sub> eq. per 1,000 TEU)	13.16	11.78	10.19	9.87	9.86
NO <sub>2</sub> (PPM)	0.02	0.02	22.06	62.67	11.33
SO <sub>2</sub> (PPM)	100.00	100.00	501.67	329.00	0
TVOC (PPM)	0.31	0.19	104.38	6.36	4.00
CO (PPM)	1.96	0.27	0.96	0.25	0.24

## Water Management

Given that ACT operates in one of the world's most water scarce countries, water management is one of the company's highest priorities. Over the years, ACT has developed and maintained an effective water management strategy, which focuses on five areas: maintenance, water conservation, education, retrofitting

of machinery, tanks, and pipelines. Water effluents from sewage water is handled by authorized contractors before being sent to Aqaba Water Company Treatment plant for processing and recycling.

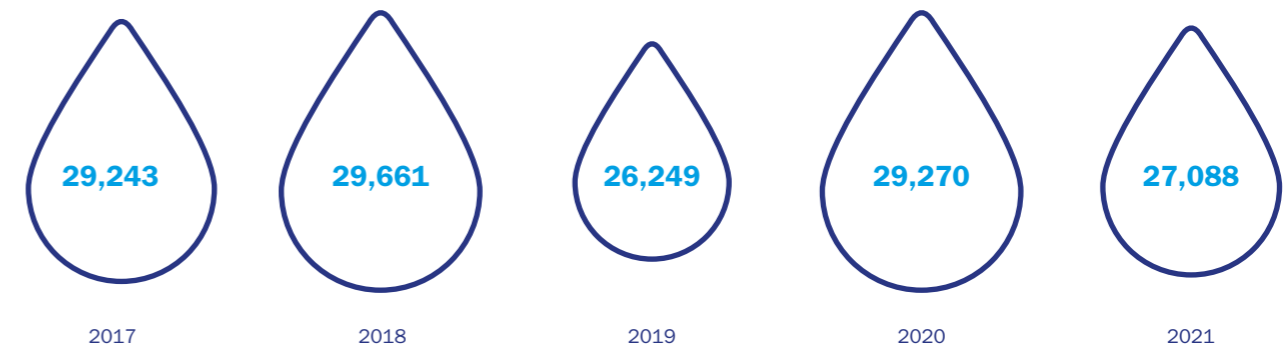
This year, as part of our commitment to increasing water efficiency, we installed a new water irrigation

system for plants at Admin building and other yards for a more efficient water saving approach. We have also conducted several maintenance projects for our equipment and pipes, especially after the air storm that hit Aqaba last year resulted in broken and leaking pipes and higher water consumption rates.

### WATER CONSUMPTION

	2017	2018	2019	2020	2021
Water Consumption (m <sup>3</sup> )	29,243	29,661	26,249	29,270	27,088
Water Intensity (m <sup>3</sup> per 1,000 TEU)	36.7	36.3	32.89	34.14	35.38

### WATER CONSUMPTION (m<sup>3</sup>)



[GRI 102-12]

## Waste Management

ACT remains steadfast in minimizing 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, in line with the local regulatory requirements.

### WASTE MANAGEMENT PLAN



**SOLID WASTE**  
Segregate waste based on type



**FOOD WASTE**  
Appropriate disposal of waste and hauling by sub-contractor



**HAZARDOUS WASTE**  
Regular collection, transport and dumping of waste to SWAQA dump area, and recycle batteries, scrap and tyres



**WASTE WATER**  
Control emptying waste water recycling unit with a hauling program

- 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 assessment
- 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.

Our great efforts in the 'Waste Segregation' initiative were maintained for the 3rd consecutive year, as part of our Waste Management Action plan which revolves around reducing the

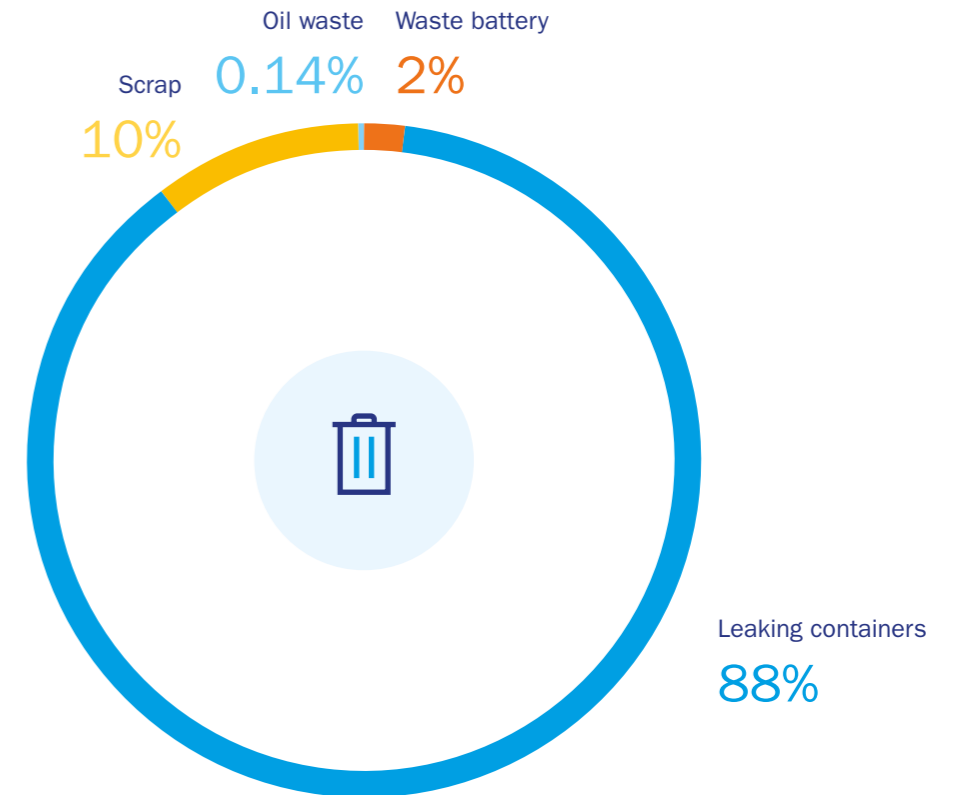
environmental impacts of industrial production at ACT, while also contributing to the community and local economy. In 2021, the amount of generated waste slightly increased due to effective initiatives

led by the engineering department where the 5S methodology was applied to sort out all hazardous waste, while boosting the recycling efforts to reach 38% of total waste generated.

### WASTE MANAGEMENT

	2017	2018	2019	2020	2021
Total Waste Generated (kg)	297,565	258,995	268,877	276,098	276,914
Waste Recycled (%)	18%	28%	33%	34%	38%
Solid Waste - Wood, Plastic and Others (kg)	175,841	137,926	126,286	126,666	114,132
Recycling - Paper and Cardboards (kg)	53,380	72,573	87,719	93,035	104,225
Landfill - Organic Waste (kg)	68,344	48,496	54,872	56,397	58,557

### REVENUE FROM WASTE MANAGEMENT



### Managing IT Hazardous Waste



Hazardous IT waste can cause many environmental problems if it is not managed or disposed of responsibly. At ACT, we have identified a significant amount of old, hazardous IT waste across several departments that has been left without proper storage or disposal. This not only poses an environmental risk but also causes significant financial losses to the company.

To combat this, we ran a project this year that aimed to control and reduce the presence of such hazardous material within the terminal. We also conducted a root cause analysis to identify the sources of these wastes and to put

measures in place to reduce them. All old IT parts were gathered and sorted into two groups: 'Scrap' and 'Reusable and Recyclable.' The equipment to be scrapped was given to a specialized third-party contractor.


Over the following years, we will continue to follow up with the IT department to ensure that the proper collection, sorting, and storing of this material is continued with minimal environmental impact.



## Oil Spills Prevention

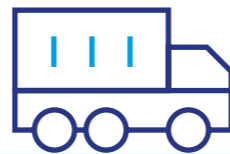
ACT implements strict measures to prevent oil spills and has contingency plans in place for handling spillages if they occur. The company continuously trains its employees, monitors the integrity of its facility, and strives to reduce the risk of oil spills while also improving its ability to respond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

As part of ACT's environmental drill plan, we require leakage prevention and control and response procedures to be implemented and regularly tested for all of the terminal's facilities and operations. As a result, the total number of oil spills has dropped from 41 incidents in 2020 to only 18 incidents with an overall volume of 315 Liters, which is 51% less than last year.

**51%**   
reduction in oil spills

### OIL SPILLS

	2017	2018	2019	2020	2021
Total Number of Oil Spills	19	18	21	41	18
Total Volume of Spills (L)	357	765	376	648	315



## Oil Spills Mitigation

Oil spills are a significant threat to the environment, causing extreme damage to wildlife, marine ecosystems, and coastal areas. At ACT, we strive to maintain our compliance with all of the major environmental agreements and as a result, we have put in place stringent measures to prevent oil spills from occurring. In the unlikely event that a spill does occur, we would launch a full investigation to understand how it happened to prevent such instances from occurring in the future.

As a part of these measures, we identified oil storing pits in the engineering area that were

overflowing during the winter. This could allow the oil to mix with soil and rainwater and leak into the environment. To prevent this from happening, we removed all of the oil barrels from this area and stored them at the engineering department. In addition, we removed any oil that had leaked and stored it in barrels that will be disposed of in a hazardous waste landfill area. The associated fees for this were approximately JOD 10,000.

We also detected leakages during the loading and offloading of containers at ACT yards. The main cause of these leakages were bad quality hoses so we replaced all of

these immediately and introduced some subsequent countermeasures which included:

- Regularly conducting preventative maintenance on equipment.
- Informing operators that machinery must be stopped immediately if there are any signs of oil leakages.
- Limiting the volume of any release by securing the area most appropriately.
- Providing awareness courses about the risk of oil spills to all heavy machine operators. This included a session on proper handling practices.



## Environmental Awareness

Through training and knowledge sharing, ACT aims 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.

Although the pandemic limited our ability to conduct some of our annual events and campaigns, we did not stop providing environmental awareness sessions to our employees during 2021. Besides the conventional sessions, we also created awareness videos and added content to our newsletters to keep our employees up to date with the best practices to work safely and maintain their health.





Chapter 4

# Working Together, Sharing Together



ACT is defined by the people who work in and around the business, be it the employees, contractors, customers, or the families and friends of those who live and work in the community. ACT focuses on building relationships with these people to build a strong company that continues to make a positive contribution to the community of Aqaba and beyond.



## Our Workforce

ACT is committed to attracting and retaining passionate and talented employees who can lead the company to success. Thus, we always work to exceed our employees' expectations by ensuring their safety, investing in their progress, and providing competitive wages.

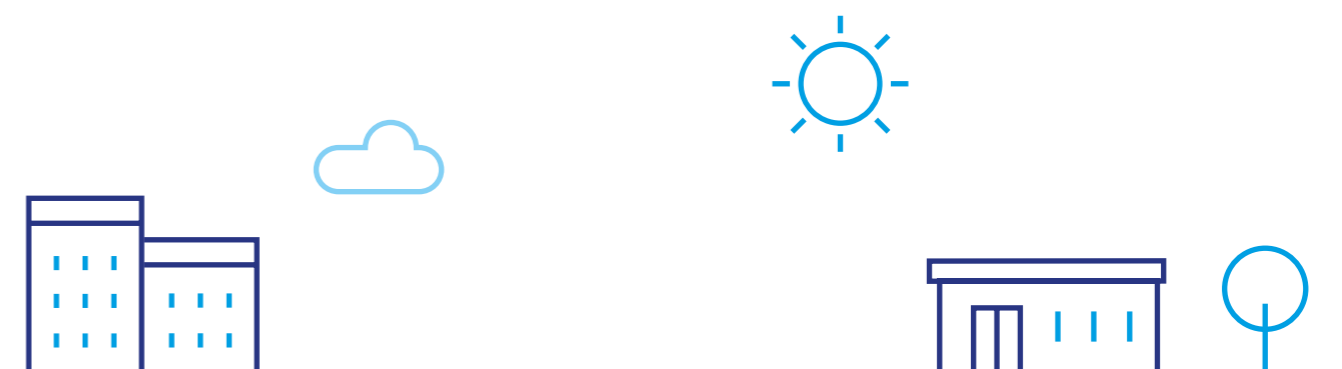
In 2021, our workforce is comprised of 938 employees, with 80% of them being in the age group (31-50) years. Nationalization rate was maintained at 99%, reaffirming our position in creating job opportunities and our contribution to the local economy and social development.

99%

Nationalization rate

### WORKFORCE PROFILE (NOT INCLUDING SUBCONTRACTORS)

	2017	2018	2019	2020	2021
Total Workforce	1,075	1,049	998	979	938
<b>Workforce by Employment Level</b>					
Senior Management	6	6	4	4	6
Middle Management	26	26	26	29	30
Staff	1,043	1,017	968	946	902
<b>Workforce by Age Group</b>					
18-30	315	279	254	218	106
31-40	388	400	401	394	432
41-50	276	268	256	268	286
51-60	96	96	87	99	114
<b>Workforce by Gender</b>					
Female	20	20	20	20	20
Male	1,055	1,029	978	959	918
<b>Nationalization of Workforce</b>					
Jordanian Rate	99.63%	99.62%	99.8%	99.9%	99.79%



## Diversity, Inclusion and Equal Opportunity

ACT is dedicated to creating a diverse workplace and promoting equality. We believe that a diverse workforce provides a greater variety of skills while enhancing employee creativity and productivity, making the workplace a better place.

ACT considers itself an equal-opportunity employer, thus, we have a zero-tolerance policy towards any form of discrimination. Candidates of any nationality, religion, or gender may apply for any vacancy within ACT, and our hiring procedures are well-defined, allowing us to choose the best fit for each position. This year, vacancies from different levels were filled from within, giving the priority to our employees to advance and grow in their careers.

### FEMALE EMPLOYMENT

At ACT, we aim to provide a safe and nurturing work environment for our female workers. Discrimination and harassment of any kind is prohibited, and we confirm our stance towards protecting our female employees through taking serious measures against perpetrators if such incidents happen at the terminal. In 2021, we were able to retain all of our female employees, with a rate of 2.13% of the total workforce, and with 13% in middle management positions.

### PARENTAL LEAVE AND RETURN TO WORK

It's critical to strike a balance between professional and parenting responsibilities. Therefore, ACT encourages its employees to take parental leaves to look after their children.

All the employees who took parental leaves returned to work in 2021, resulting in a 100% return-to-work rate.

**Zero**  employees left the terminal in 2021.



## Employer of Choice

As one of the major employers in Aqaba, we strive to maintain our position as the employer of choice in Jordan by providing competitive pay and benefits to our employees, as well as a variety of incentive programs to recognize and reward their achievements.

We continue to grant an attractive compensation package for those who decide to use the early retirement program and we are creating career-growth opportunities for talented internal and external employees.

### COMPENSATION AND BENEFITS

We invest in our employees and offer them several benefits which include, but are not limited to:



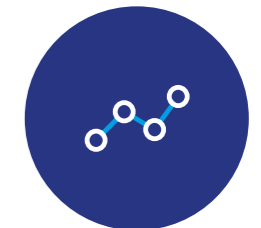
Housing allowance



Transportation



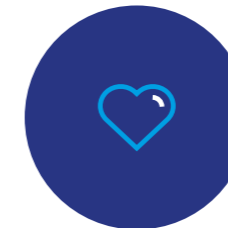
Class A medical insurance



Inflation adjustment and merit increase



Saving allowance



Life and cancer insurance



Social fund



Profit share



Education support



14th month pay



Performance bonus



Early retirement program

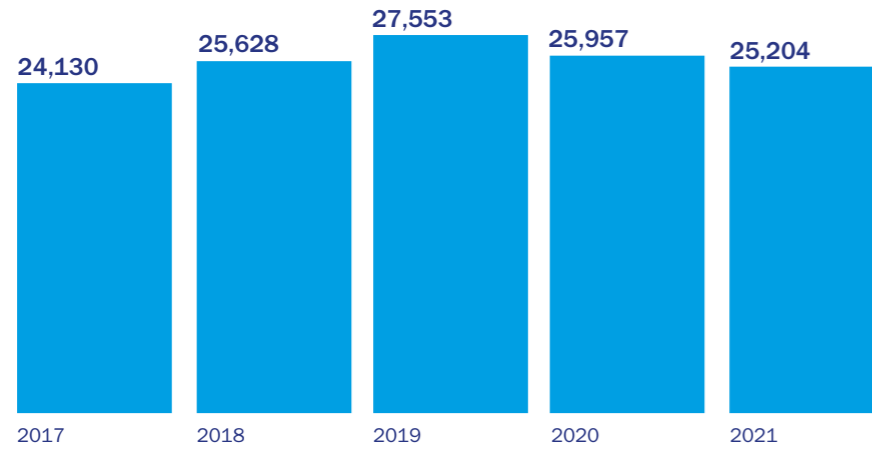


Internal job transfer, rotation and development opportunities



'Employee Personal Loan' for financial funds

EMPLOYEE WAGES AND BENEFITS ('000 JOD)



EMPLOYEE ENGAGEMENT AND SATISFACTION

We relentlessly work to make our employees feel appreciated and respected by engaging with them on a regular basis through performance evaluations and personal development plans, as well as listening to their ideas and comments through the annual employees' survey.

We always encourage honest feedback as it is heavily weighted in the management team's action plans and strategies to maintain ACT as a nurturing place to work at. We conducted two satisfaction surveys this year, with an average score of 3.85 out of 5, which is a 6% increase over 2020.

3.85

out of 5 in the satisfaction survey, a 6% increase over 2020

EMPLOYEE ENGAGEMENT AND SATISFACTION

	2017	2018	2019	2020	2021
Employee Engagement and Satisfaction Score (0-5 scale)	3.82	N/A	4.08	3.65	3.85

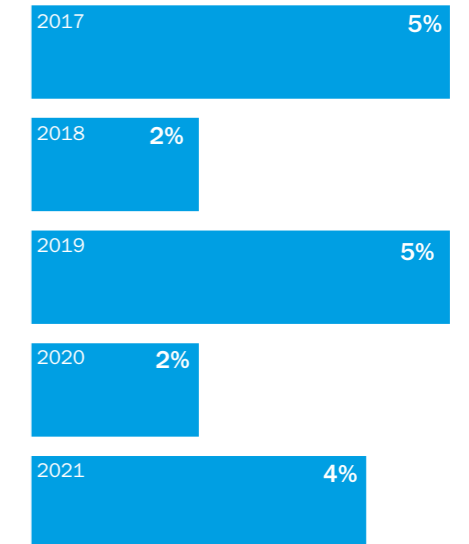
Employee Attraction and Retention

Our employees are at the core of our business, and we firmly believe that successful businesses require a motivated and satisfied workforce. 2021 saw an increased turnover rate that reached 4% due to having 37 employees retiring under the early retirement program.

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. Accordingly, a customized individual performance management plan is created for each employee to address any skills gap with clear objectives that support ACT's corporate goals. In 2021, 100% of our employees received periodic performance reviews and personal development plans.

WORKFORCE TURNOVER RATE (%)



Training and Development

ACT seeks to create a culture of progression and advancement for its employees, where ongoing learning and development are essential for professional and personal achievements.

We continued to invest in employees training through completing a "Lean for all " yearly training program that targets employees from different levels, equipping them with problem solving skills and lean thinking approaches. Moreover, job rotation opportunities were created between departments to expand the pool of

skilled operators who have diverse operational knowledge and skills due to being exposed to cross-functional activities. We also rolled out an in-house interactive training program for recently promoted team leaders to provide them with essential supervisory skills for their roles.

In terms of knowledge exchange, we assigned some of our expert employees on a short-term trip to Morocco to provide support to other terminals while also expanding their insights and develop new skills. Furthermore, we hosted undergraduate

and postgraduate students at different departments at ACT as part of the internship program we offer to students from the local community.

We are proud to report a total of 4,117 training hours this year, with an average of 4.39 hours per employee, which is a significant increase over 2020. Total training cost was significantly less this year as most of the sessions were held virtually with the material being prepared inhouse, which required less resources and cost.

TRAINING

	2017	2018	2019	2020	2021
Total Number of Training Hours for All Employees	15,213	16,811	8,986	2,193	4,117
Total Cost of Training (JOD)	113,355	37,750	36,855	6,000	1,050
Total Average Number of Training Hours for Each Employees	14	16	8.99	2.24	4.39
Average Cost of Training Per Employee (JOD)	105	19.30	36.92	6.13	1.12



# ACT's Social Impact

ACT supports having a balanced society where everyone has access to equal opportunities. We aim to improve the lives of thousands of people who are living in Aqaba and the surrounding areas, collaborating with local organizations to make significant contributions that add value to the community and improve the quality of life.

The Jordan National Vision 2025 is being advanced through ACT's broad portfolio of community investments that directly support several UN SDGs. Our strategy focuses on education, healthcare, environment preservation, donations, sponsorships, and community engagement. The CSR Committee at ACT manages the company's CSR activities and evaluates the projects' success, ensuring that they are in line with ACT's goals and objectives.

## A GLANCE AT ACT'S CSR PROJECTS THROUGHOUT 2021



PROJECT	VOLUNTEERS	MANHOURS	BENEFICIARIES
Takyat Um Ali	6	52	2,492
Ahl Al Khair	14	152	2,000
Helping Hand (Bags distribution)	11	72	300
STEP program for schools enhancement	26	2,100	10,064
King Hussain Cancer Foundation	7	120	5
Aqaba Youth Club	12	229	120

## ACT's Support For Neighboring Districts

ACT aims to have an important and lasting positive impact on its surrounding communities. To achieve this we have partnered with nongovernmental organizations (NGOs) and community-based organizations in Aqaba and its

surrounding areas in the northern and southern sides of the city. The purpose behind these partnerships is to give ACT's CSR initiatives a more profound impact by creating higher value, extending its outreach and optimizing cost at the same time.

In 2021, we invested a total of JOD 57,770 in 6 CSR initiatives that were all held inside Aqaba due to the restrictions imposed by the pandemic on face-to-face events. The number of beneficiaries reached 14,976 with a total of 2,777 volunteer hours.



6

CSR events



2,777

Volunteering Man-hours



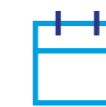
JOD 57,770

Community Investment



82

Volunteers



312

Volunteering Days

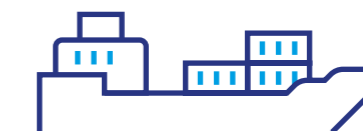


14,981

Beneficiaries

### COMMUNITY INVESTMENTS

	2017	2018	2019	2020	2021
Community Investments as Percentage Pre-Tax Profits (%)	0.42%	0.57%	0.35%	0.21%	0.15%
Community Investments (JOD)	100,000	122,341	80,370	64,322	57,770



## ACT's Strategic Community Investments

ACT's CSR approach focuses on three areas: education, well-being, and environment preservation. Our CSR efforts are directly related to our business plan.

ACT is heavily involved in the community, listening to the locals, non-profit partners and employees. Our community activities are monitored, and the results of the

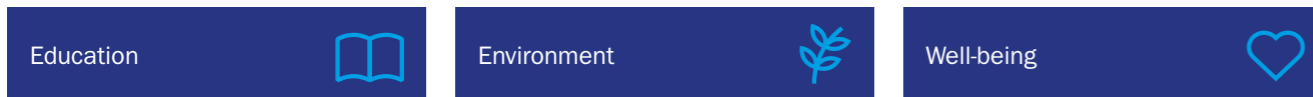
initiatives are measured. This allows us to set future plans on how to further improve our CSR programs and ensure a wider outreach.

### CSR Strategy:

#### SUSTAINABILITY FRAMEWORK FOCUS AREAS



#### COMMUNITY DEVELOPMENT FOCUS AREAS



#### MEANS OF DELIVERY



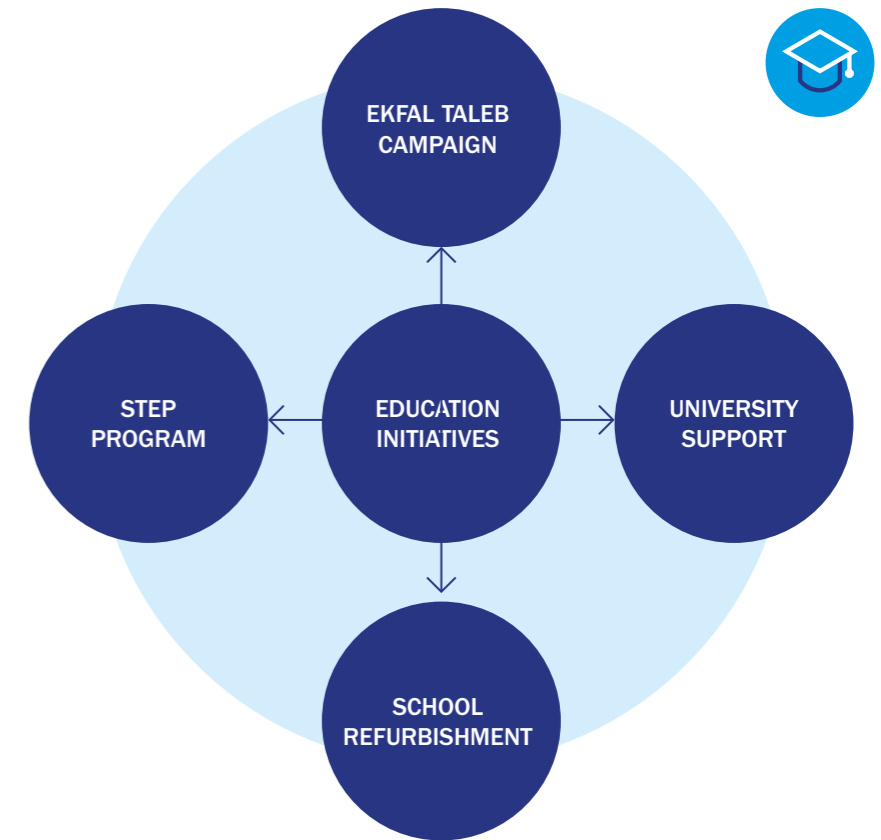
## EDUCATION:

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

At the start of the new school year, ACT launched this year's "Ekfal Taleb" campaign in cooperation with Helping Hand for Relief and Development (HHRD) organization as part of its ongoing commitment to improving educational opportunities for Aqaba Governorate residents.

The campaign was launched out on the first day of school in coordination with Aqaba Directorate of Education. 300 school bags containing school supplies such as notebooks and stationery were distributed to the less fortunate students to cover their needs during the academic year.

This endeavor is just one of our community initiatives that is a part of our comprehensive CSR strategy.





### “STEP” Initiative for School Development in Aqaba



ACT is proud to continue the implementation of its School Transformation and Education Program (STEP) which was launched back in 2020. This program aims to improve the learning environment and enhance the quality of education at Aqaba schools.

This year, we implemented several projects as part of the STEP initiative. These include:

- Installing secured gates at 3 schools
- Installing metal sunshades and stainless-steel water coolers in 3 schoolyards to protect students from the hot summer season
- Installing 11 whiteboards along with 30 armchairs and 40 lab chairs

**“We are very happy to continue our investment program to refurbish and upgrade public schools in Aqaba and the surrounding villages. Education is a pillar of our Corporate Social Responsibility strategy and one of the most impactful ways by which we can contribute to the community and improve the lives of citizens. Inspirational classrooms help to open the horizons of students and give them the best possible start to their learning journeys.”**

**Soren Jensen**  
ACT CEO

### 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.



### ‘Charity People’ Campaign



ACT held its annual ‘Charity people’ campaign for the 11th consecutive year. This campaign is held in cooperation with the social development directorate that has updated lists of the people in need in the areas we support and cover. aims to support families in need during the holy month of Ramadan.

This year, we replaced food parcels with shopping coupons to allow families to obtain food supplies of their choice instead of limiting them to specific items. 245 families benefited from these coupons, while 150 food packages were distributed to underprivileged families, in collaboration with the Helping Hand for Relief and Development organization.

### “Lead with Care” Global Safety Day



ACT continuously works alongside its employees to reduce health- and safety-related risks and to ensure a safe work environment at the terminal. Together, we work to identify areas where preventive controls and measures can be strengthened and enhanced.

The celebration of Global Safety Day is an annual tradition for the group and is part of the continuous efforts to ensure a safe, productive work environment for employees. This year’s slogan was “Lead with Care” and all of the activities were aligned with this theme. Our Global Safety Day reflects the company’s ongoing commitment to ensuring the health and safety of its employees and other stakeholders.

During this year’s event, senior management and directors conducted site visits to workstations, docked ships, loading and unloading facilities, and inspection and storage facilities. These visits

were accompanied by productive discussions with staff members, which included highlighting potential health and safety challenges and proposing appropriate solutions.

The celebration also included a virtual safety tour at ACT, conducted by David Skov, the CEO of APM Terminals in Africa and the Middle East. He was accompanied by several regional port managers from other countries.



[GRI 102-13]

### Strategic Partnerships for Social Development

Partnering with non-governmental organizations (NGOs) and community-based organizations helps ACT expand its CSR outreach to benefit thousands of people inside and outside Aqaba.

As part of our social responsibility strategy, we have renewed our partnership with two prominent NGOs this year; King Hussein Cancer Foundation for the sixth year in a row, and Tikyet Um Ali, in an effort to support their commendable efforts in providing aid and relief to Jordanian families who need it the most.

### ENVIRONMENT:

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

#### ENVIRONMENT AWARENESS CAMPAIGNS

In collaboration with ESNAD and for the 4th consecutive year, we held an inspection and cleaning campaign at the terminal to increase the environmental awareness of our employees, especially towards the importance of keeping the terminal's vehicles and equipment clean at all times.

An inspection has been conducted on all machineries and equipment cabinets this year, with cleaning materials and sanitizers provided to all operators to help maintain this best practice at all times.



# Appendices



## Appendix A: Acronyms

<b>ACT</b>	Aqaba Container Terminal	<b>JOD</b>	Jordanian Dinar
<b>ACPOM</b>	Aqaba Company for Port Operations and Management	<b>Kg</b>	Kilogram
<b>ADC</b>	Aqaba Development Corporation	<b>KPIs</b>	Key Performance Indicators
<b>APMT</b>	AP Moller Terminal	<b>KWh</b>	Kilo Watt hour
<b>ASEZA</b>	Aqaba Special Economic Zone Authority	<b>LED</b>	Light Emitting Diode
<b>CCTV</b>	Closed-Circuit Television	<b>LTIFR</b>	Lost-time Injury Frequency Rate
<b>CEO</b>	Chief Executive Officer	<b>m<sup>3</sup></b>	Cubic Meter(s)
<b>CO</b>	Carbon Monoxide	<b>NGOs</b>	Non-Governmental Organizations
<b>CO<sub>2</sub></b>	Carbon Dioxide	<b>NO<sub>2</sub></b>	Nitrogen Dioxide
<b>CO<sub>2</sub>e</b>	Carbon Dioxide Equivalent	<b>NPS</b>	Net Promotor Score
<b>COO</b>	Chief Operations Officer	<b>OCR</b>	Optical Character Recognition
<b>COVID-19</b>	Corona Virus Disease 2019	<b>OLE</b>	Overall Labor Effectiveness
<b>CRM</b>	Customer Relationship Management	<b>PCs</b>	Personal Computers
<b>CSR</b>	Corporate Social Responsibility	<b>PD</b>	Policy Deployment
<b>EMS</b>	Environmental Management System	<b>PERS</b>	Port Environmental Review System
<b>ERP</b>	Enterprise Resource Planning	<b>PPE</b>	Personal Protective Equipment
<b>FAQ</b>	Frequently Asked Questions	<b>PPM</b>	Parts Per Million
<b>GHG</b>	Greenhouse Gas	<b>PPP</b>	Purchasing Power Parity
<b>GJ</b>	Giga Joule	<b>PV</b>	Photovoltaic
<b>GMPH</b>	Gantry Crane Moves Per Hour	<b>RTG</b>	Rubber Tyred Gantry Crane
<b>GRI</b>	Global Reporting Initiative	<b>SDGs</b>	Sustainable Development Goals
<b>GTDP</b>	Global Terminal Development Program	<b>SO<sub>2</sub></b>	Sulfur Dioxide
<b>H&amp;S</b>	Health and Safety	<b>SOPs</b>	Standard Operating Procedures
<b>H.M</b>	His Majesty	<b>STEP</b>	School Transformation and Education Program
<b>HHRD</b>	Helping Hand for Relief and Development	<b>STS</b>	Ship-to-Shore
<b>HPH</b>	Hutchinson Ports Holding	<b>TEU</b>	Twenty-foot Equivalent Unit
<b>HSSE</b>	Health, Safety, Security and the Environment	<b>TUA</b>	Tkiyet Um Ali Organization
<b>ICT</b>	Information and Communication Technology	<b>TV</b>	Television
<b>ID</b>	Identity Document	<b>TVOC</b>	Total Volatile Organic Compound
<b>IFS</b>	Industrial and Financial System	<b>UN</b>	United Nations
<b>ISO</b>	International Organization for Standardization	<b>USD</b>	United States Dollar
<b>ISPS</b>	International Ship and Port Facility Security	<b>VMS</b>	Visual Management System
		<b>WOW Hero Award</b>	Way of Working Hero Award

## Appendix B: Report Scope and Boundaries

<b>Topic Boundaries</b>	The scope and topic 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 14, 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) prioritization of topics against stakeholder and company influence and impacts 3) validation of topic prioritization 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 17.  ACT recognizes 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 2020.
<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 2020 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 2020 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 (shipping lines, clearance and trucking companies, end-users and consignees)</b>	<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 Program (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 (Local community, suppliers, Union)</b>	<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 (APM, ADC)</b>	<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 (ASEZA, Customs)</b>	<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 Standard	Disclosure	Page number(s) and/or URL(s)
<b>GRI 101: Foundation 2016</b>		
<b>General Disclosures</b>		
GRI 102: General Disclosures 2016	<b>Organizational profile</b>	
	102-1 Name of the organization	Aqaba Container Terminal
	102-2 Activities, brands, products, and services	8,9
	102-3 Location of headquarters	Aqaba, Jordan
	102-4 Location of operations	8,9
	102-5 Ownership and legal form	8,9
	102-6 Markets served	20-22
	102-7 Scale of the organization	8,9
	102-8 Information on employees and other workers	49
	102-9 Supply chain	8,9 -11
	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	33 - 35
	102-12 External initiatives	9-11, 44, 58-59
102-13 Membership of associations	8, 22,60	
<b>Strategy</b>		
102-14 Statement from senior decision-maker	5	
102-15 Key impacts, risks, and opportunities	8,9 -11	
<b>Ethics and integrity</b>		
102-16 Values, principles, standards, and norms of behaviour	8,9	
102-17 Mechanisms for advice and concerns about ethics	33,34	
<b>Governance</b>		
102-18 Governance structure	34,35	
102-20 Executive-level responsibility for economic, environmental, and social topics	35	
102-22 Composition of the highest governance body and its committees	34,35,54	
<b>Stakeholder engagement</b>		
102-40 List of stakeholder groups	16,64	
102-41 Collective bargaining agreements	100% of total employees are covered by collective bargaining agreements.	
102-42 Identifying and selecting stakeholders	16,64	
102-43 Approach to stakeholder engagement	16,64	
102-44 Key topics and concerns raised	17,64	

Reporting practice		
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	17,64	
102-47 List of material topics	17	
102-48 Restatements of information	No restatements	
102-49 Changes in reporting	There have been no significant changes to the report scope and aspect boundaries.	
102-50 Reporting period	1st of Jan 2021- 31st of Dec 2021	
102-51 Date of most recent report	2020 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	4,65	
102-55 GRI content index	65 68	
102-56 External assurance	ACT does not seek external assurance.	

GRI Standard	Disclosure	Page number(s) and/or URL(s)
<b>Material Topics</b>		
<b>GRI 200 Economic Standard Series</b>		
<b>Economic Performance</b>		
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 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	32
	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	49
	103-2 The management approach and its components	49
	103-3 Evaluation of the management approach	49
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	49
<b>Indirect Economic Impacts</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	5,6,10-11,25
	103-2 The management approach and its components	5,6,10-11,25
	103-3 Evaluation of the management approach	5,6,10-11,25
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	10,11,24-27
	203-2 Significant indirect economic impacts	10,11,24-27
<b>Procurement Practices</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	17,32
	103-2 The management approach and its components	32
	103-3 Evaluation of the management approach	32
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	32

Anti-corruption			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	33	
	103-2 The management approach and its components	33	
	103-3 Evaluation of the management approach	33	
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	33	
	205-3 Confirmed incidents of corruption and actions taken	33	
<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	41	
	103-2 The management approach and its components	41	
	103-3 Evaluation of the management approach	41	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	41	
	302-3 Energy intensity	41	
	302-4 Reduction of energy consumption	41	
	302-5 Reductions in energy requirements of products and services	41	
<b>Water</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	43	
	103-2 The management approach and its components	43	
	103-3 Evaluation of the management approach	43	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	43	
	303-2 Management of water discharge-related impacts	43	
	303-5 Water consumption	43	
<b>Emissions</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	42	
	103-2 The management approach and its components	42	
	103-3 Evaluation of the management approach	42	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	42	
	305-2 Energy indirect (Scope 2) GHG emissions	42	
	305-4 GHG emissions intensity	42	
	305-5 Reduction of GHG emissions	42	
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	42	
<b>Waste</b>			
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 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	44	
	306-2 Management of significant waste-related impacts	44	
	306-3 Waste generated	44	
	306-4 Waste diverted from disposal	44	
	306-5 Waste directed to disposal	44	

Environmental Compliance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	40
	103-2 The management approach and its components	40
	103-3 Evaluation of the management approach	40
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	40
Supplier Environmental Assessment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	40
	103-2 The management approach and its components	40
	103-3 Evaluation of the management approach	40
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	40
GRI 400 Social Standards Series		
Employment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	49-53
	103-2 The management approach and its components	49-53
	103-3 Evaluation of the management approach	49-53
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	53
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	51
	401-3 Parental leave	50
Occupational Health and Safety		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	37-39
	103-2 The management approach and its components	37-39
	103-3 Evaluation of the management approach	37-39
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	37
	403-2 Hazard identification, risk assessment, and incident investigation	38
	403-3 Occupational health services	39
	403-4 Worker participation, consultation, and communication on occupational health and safety	37-39
	403-5 Worker training on occupational health and safety	38
	403-6 Promotion of worker health	37 -39
	"403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships"	38
	403-9 Work-related injuries	38
	403-10 Work-related ill health	38
	Training and Education	
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 404: Training and Education 2016	404-1 Average hours of training per year per employee	53
	404-2 Programs for upgrading employee skills and transition assistance programs	53
Diversity and Equal Opportunity		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	50
	103-2 The management approach and its components	50

	103-3 Evaluation of the management approach	50
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	50
Local Communities		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	54-60
	103-2 The management approach and its components	54-60
	103-3 Evaluation of the management approach	54-60
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	54-60
Customer Privacy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28-31
	103-2 The management approach and its components	28-31
	103-3 Evaluation of the management approach	28-31
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	27



**ACT**  
AQABA Container Terminal

