



**Developing the  
Most Sustainable  
Gateway to Jordan  
and Beyond.**



## **CONTACT INFORMATION**

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MANAGED BY  
**APM TERMINALS**



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# FORWARD BY THE CEO



Dear Reader,

This report constitutes a considerable milestone in the history of ACT.

As the organization entrusted with operating Jordan's primary gateway to the shipping lanes of the Red Sea and beyond, ACT's long-term sustainability is vital for the growth and development of the Kingdom.

*Real, measurable sustainable practices not only guarantee better results for ACT as a business, but also allow our company to operate in a harmonious and integrated manner within Aqaba's community and environment.*

**Our focus on sustainability revolves around the management of social, environmental, and ethical challenges.**

We believe that only by addressing all of these facets of our operation can we hope to enjoy long-term success in the Middle East's high growth markets.

We believe that the best way for us to accomplish our goals in these areas is taking a partner approach in all facets of our operation.

This means working hand-in-hand with the Jordanian government, the local community of Aqaba, and our partners in the shipping and ground transportation industry.

*This also means viewing our employees as equal partners in our efforts, from our yard workers to our senior management.*

*We owe this report to our shareholders, the Jordanian government, our employees, and the local community.*

*We also owe it to the Jordanian people, as we fully understand how important the terminal is to the overall economic development of Jordan. It is not a responsibility we take lightly.*

*We invite you to read this report and we welcome your feedback.*

Best Regards,

**Soren Hansen**  
CEO  
Aqaba Container Terminal





# ABOUT THE REPORT

ACT is pleased to present our baseline sustainability report titled "Developing the Most Sustainable Gateway to Jordan and Beyond".

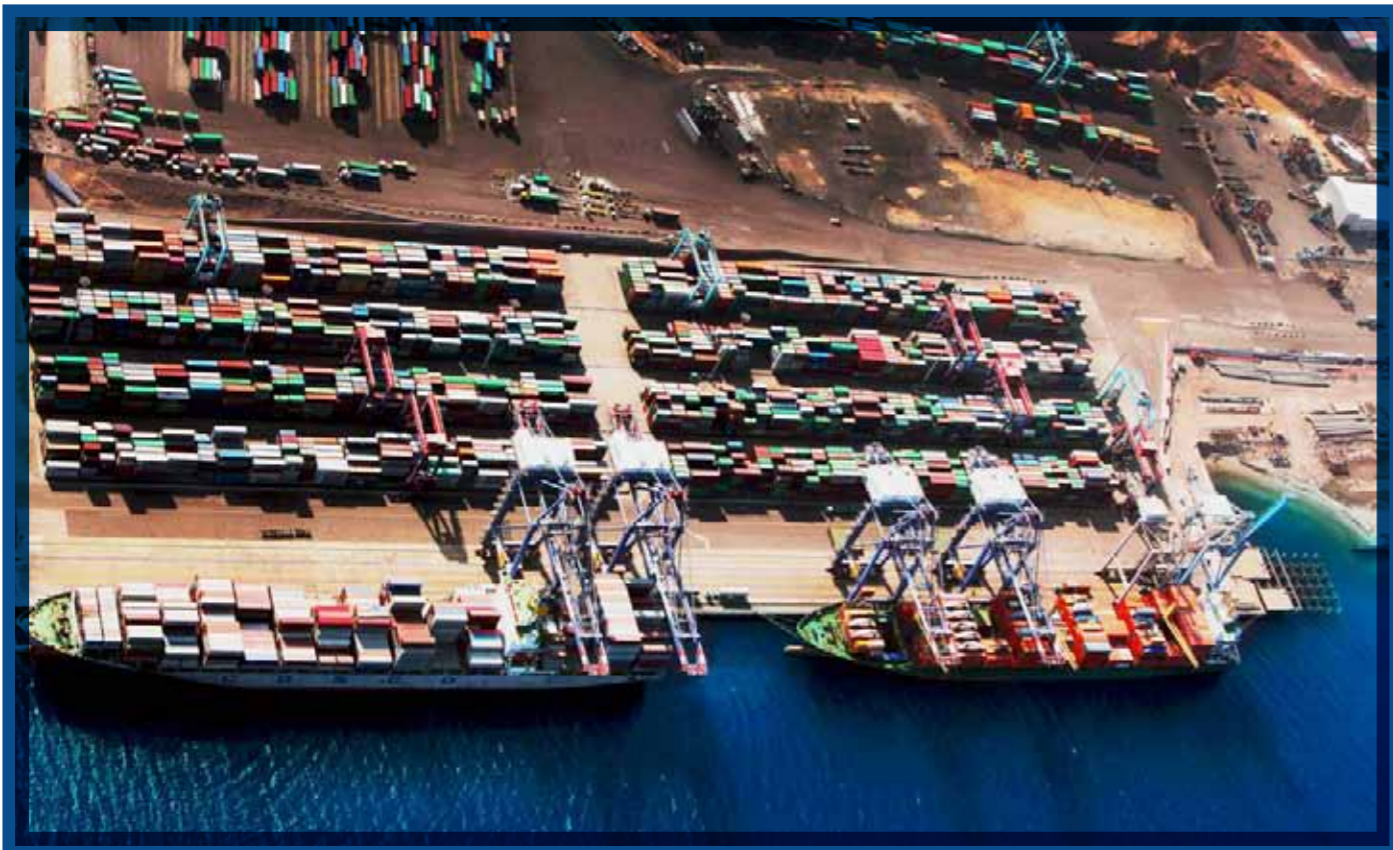
This report covers the period from 2006 to 2011, providing an overview of our performance and position on the most material economic, environmental and social issues we face.



“ We encourage all of our stakeholders to provide us with their comments and feedback on this report and our sustainability plans and ambitions.

This will continue to help informing and guiding the development of our sustainability program.”

Ihab Alrawashdeh  
Communications and public relation manager  
ihabalrawashdeh@act.com.jo



## OUR BUSINESS

The gateway to Jordan and beyond.

### ABOUT ACT

The Aqaba Container Terminal Pvt Co. (ACT) is a joint venture between Aqaba Development Corporation (ADC) and APM Terminals - one of the world's leading container terminal operators and subsidiary of A.P. Møller-Maersk Group. ACT is managed and operated by APM Terminals, in cooperation with ADC via a 25-year build-operate-transfer agreement signed in 2006.

**Strategically located in the cross-roads of three continents and four countries, ACT constitutes the logistical and economic backbone of the Hashemite kingdom of Jordan, serving as the preferred gateway to the region for many active markets around the world.**

TOTAL TERMINAL AREA	500,000m <sup>2</sup>
STACKING AREA	450,000m <sup>2</sup>
TOTAL BERTH LENGTH	540m
CONTAINERS ANNUAL CAPACITY	850,000
ALONGSIDE WATER DEPTH	14.5 - 20m
IN GATES/OUT GATES	4/4



### OUR VISION

Our corporate vision is to **be the preferred gateway and terminal of choice** for Jordan, Iraq and the Levant region.

### OUR MISSION

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

### OUR VALUES

Our values stem from our beliefs and guide us in the way we do business. We share understanding through our values: **uprightness, constant care, humbleness, our employees, and our name.**

### OUR STRATEGIC OBJECTIVE

- Be the **terminal of choice** within the region for our customers
- Provide a **cost-effective** and **efficient service** to our customers
- Provide a **safe working environment** for our employees and provide them opportunities to grow
- Be the **leading example** for other Jordanian companies in the field of **employee development and growth**
- Be a **good corporate citizen**
- Be a **catalyst for growth** in the Jordanian economy

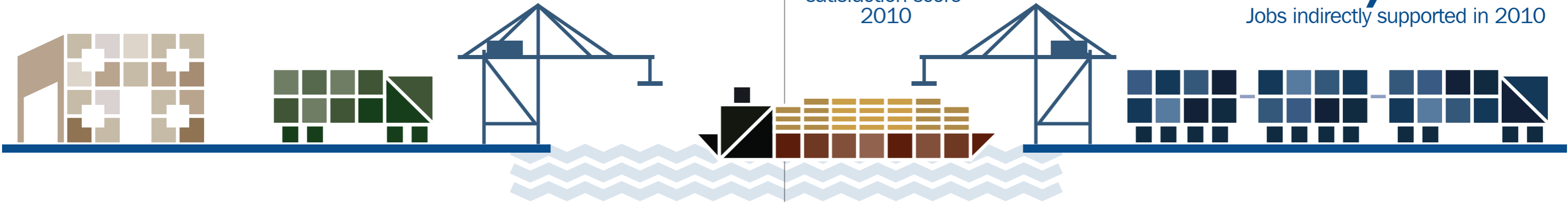
### INCORPORATING SUSTAINABILITY IN OUR STRATEGIC OBJECTIVES

Whilst reading this report, it will become clear that our sustainability approach is aligned with our strategic corporate objectives.

**We believe this to be an important step towards building a consistent pathway to the creation of a sustainable culture within our terminal.**



# OUR PERFORMANCE SNAPSHOT



# 3.82

Employee engagement & satisfaction score (0-5 scale) 2010

## CREATING JOBS

We are Jordan's sole Container Terminal and lead job creator in the Aqaba Special Economic Zone Authority - ASEZA.

# 7.8

Customer satisfaction score 2010

# 33,820

Jobs indirectly supported in 2010

# 3600

Person in medical insurance coverage

## PRODUCTIVE & EFFICIENT

We have achieved 131% increase in In-transit container shipment since 2006.

# 2.33

Lost time injuries frequency rate - LTIFR 2010

# 704

Number of employees (August 2011)

# 8000 TEU VESSELS

Largest container vessel call at ACT

# 88%

Of procurement spending going to locally-based suppliers and contractors in 2010

# 1.3 MILLION

Total expenditures for coral reef protection (JOD)

## SUPPORTING THE LOCAL ECONOMY

We focus our procurement spending on locally-based suppliers and contractors.

# 11.37%

Reduction on GHG emissions per move 2008-2010

# 118,900

In total community investment (JOD) since 2010

# 1600

Children currently being impacted by community programs supported by ACT

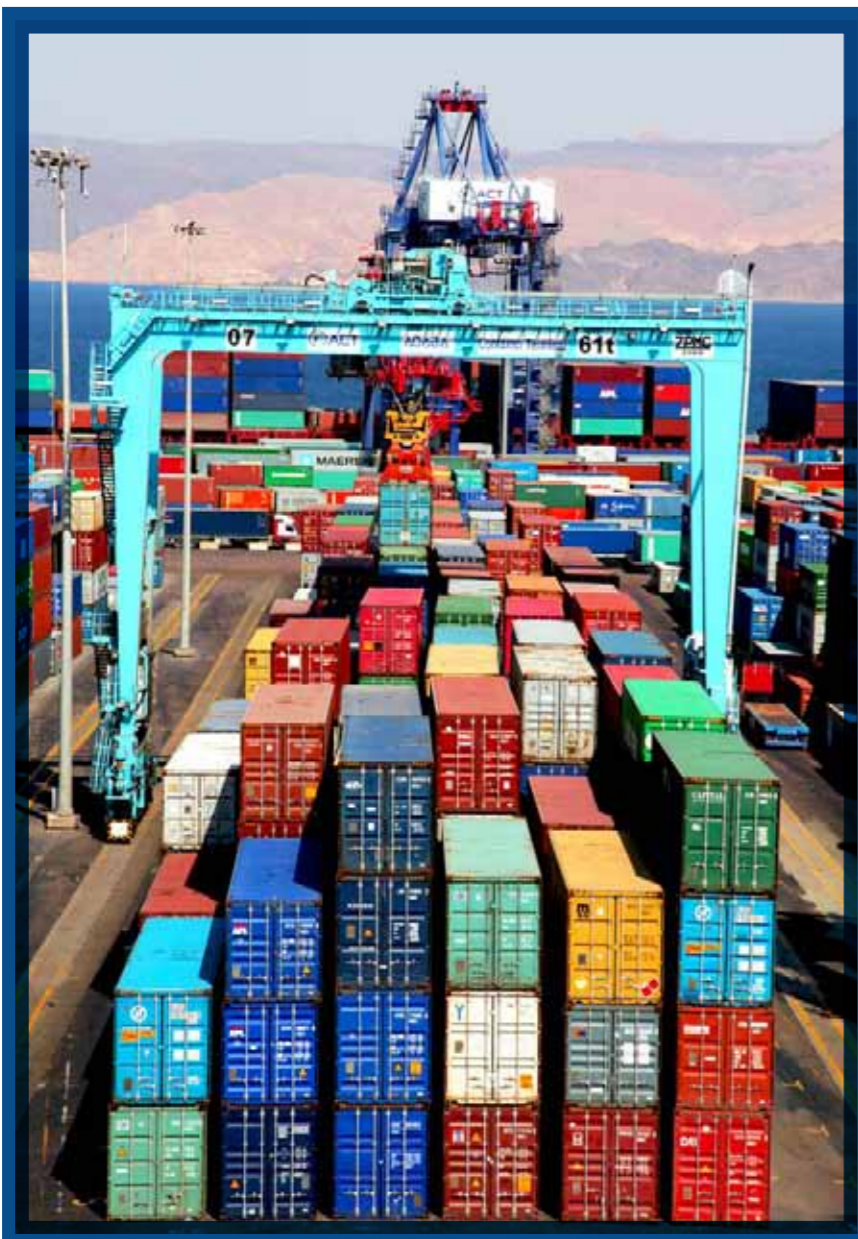
# 100%

Of employees trained on health & safety practices



## EMBEDDING SUSTAINABILITY AT ACT

As we develop the scale and breadth of our activities, we need increasingly robust systems, processes and policies to enable us to manage our sustainability performance.



ACT is embarking on a journey towards becoming the most sustainable container terminal for Jordan and beyond.

**We are committed to continuously increasing the efficiency and effectiveness of our operation in order to achieve sustainable and profitable growth.**

We understand that this cannot be achieved without considering the environmental impact of our operation and accepting our responsibility to develop the Aqaba region. In addition, also understanding the needs of our stakeholders and shareholders whose engagement and cooperation are of the utmost importance.

### OUR STAKEHOLDERS

ACT strives to continually improve value for all of our stakeholders: customers, shareholders, employees, community, and our environment.

Our stakeholders include the Board of Directors, the Aqaba Development Corporation (ADC), the Aqaba Special Economic Zone Authority (ASEZA), APM Terminals and our customers (Shipping lines, Shipping and Clearance Agents).

**In addition, other important stakeholders include various public authorities, unions, consulting engineers and contractors, logistics trade and consumer groups.**

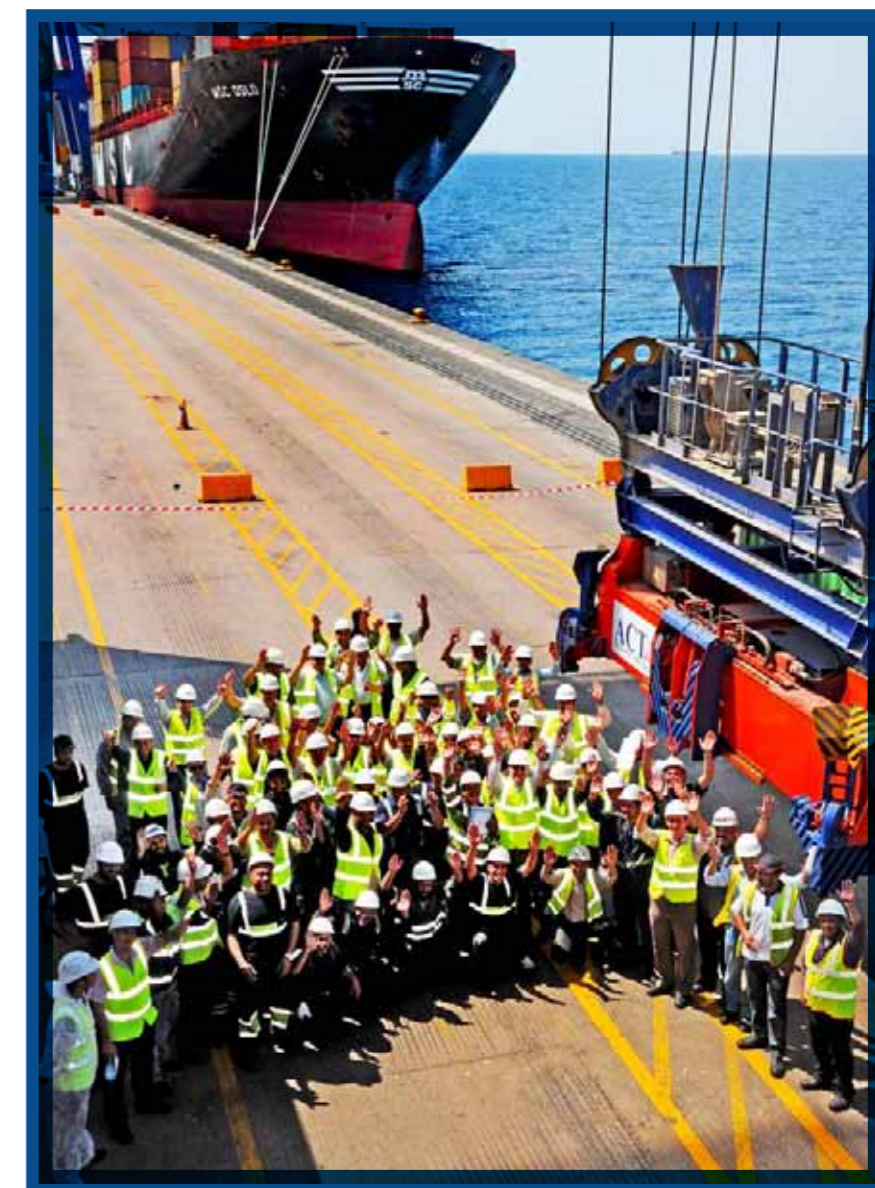
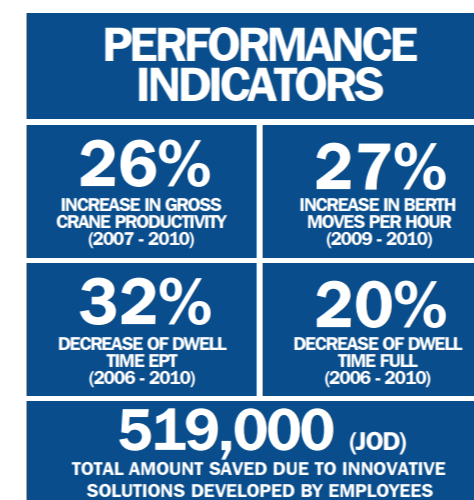
## PROMOTING EFFICIENT & INNOVATIVE OPERATIONS

Provide a cost-effective and efficient service to our customers and be the terminal of choice within the region by constantly innovating and maximizing operational capacity.

### OUR PERSPECTIVE

ACT recognizes the importance of providing cost-effective and efficient services to our customers and is committed to investing in operational efficiency and capacity.

**ACT believes in building a culture of innovation which empowers our employees to drive change and increase efficiency throughout our organization.**



### OUR SUSTAINABILITY FRAMEWORK

Our Sustainability Framework captures **the 5 key sustainability focus areas for our company** which aim to address the most important needs of our stakeholders.

These areas guide our effort towards becoming **a more sustainable terminal and directly support the achievement of our strategic objectives**, enabling us to treat sustainability management as a vital component in achieving our company's objectives.

### MAIN ISSUES

- Efficient Operations
- Increasing Operational Capacity
- Promoting Innovation

### KEY FOCUS AREAS

Promoting efficient & innovative operations

- Employee Training and Recognition
- Ensuring Employee Health and Safety
- Employee Engagement and Satisfaction

Developing our people in a safe environment

- Community Investment & Development

Being a good neighbour

- Marine Biodiversity Protection
- Climate Change & Resource Management
- Waste Management

Mitigating our environment impact

- Sustainable Profitability
- Transparency & Accountability

Transparency, Accountability and Financial Sustainability

### EFFICIENT OPERATIONS

Since taking over the operation of the port in 2006, ACT has transformed it into a shining star for Jordan by allocating the resources to enhance its facilities and services.

**Annual investments have allowed the terminal to expand into new markets, placing ACT in a leading position as a port of choice in the region for many global shipping lines and cargo interests.**

We are saving the Jordanian economy **more than (JOD) 140 million** by managing congestion.



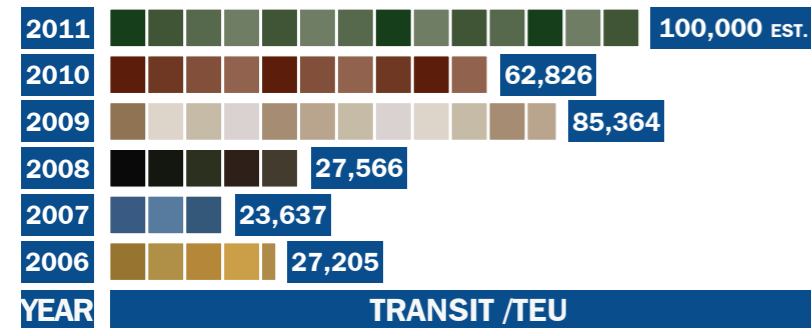
## ACHIEVING OPERATIONAL EXCELLENCE

Before privatization the terminal experienced serious problems related to handling the increase in imports and exports.

Since 2006 ACT has been able to overcome these major obstacles through superior operational performance.

Notably, TEUs in transit increased by 131% from 2007 to 2010.

Additionally, gross crane productivity increased 26%, and dwell time was successfully reduced by 32% in the period.



“ Investing in developing the infrastructure and technology is imperative to ensure our port is the business hub of choice for the logistics and transport sector serving the MENA region and Kingdom as a whole. ”

Mohammad Turk  
CEO of the Aqaba Development Company (ADC), and Chairman of Aqaba Container Terminals Board

Ranked 1st among 55 APM Terminal's subsidiaries worldwide in the domain of Operational Excellence. (2010)

## VIRTUALIZING IT INFRASTRUCTURE

ACT virtualized its IT infrastructure in an attempt to reduce the running costs and overall energy consumption of its servers.

This virtualization boosted the flexibility of the company's existing systems, allowing the servers to process tasks with improved speed and reliability.

## ENHANCING COMMUNICATION WITH OUR STAKEHOLDERS

ACT implemented a new web based system geared toward enhancing communication and interaction between the terminal and its various stakeholders.

The initiative has reduced costs and decreased time spent on paperwork, electronic and written correspondences.

## INCREASING OPERATIONAL CAPACITY

Due to continuous growth in demand, the terminal is currently operating at full capacity. We are expanding our facilities to provide a cost-effective and efficient service to our customers, reflecting our steadfast dedication to growth and development.



## EXPANDING OUR FACILITIES

Since 2006, (JOD) 230 million has been spent on The Port Expansion Project.

Currently in phase 2, the project will extend the berth southwards by 460m to reach a total terminal length of 1,000m, in addition to the associated yard space and the purchase of related operating equipment.

By 2013, our facility will have almost doubled its present berth length and capacity.

(JOD) 230 Million Investment on the Expansion Project.

Expansion expected to almost double total berth length.



A field visit conducted by His Majesty King Abdullah II to the terminal in December 2010, inaugurated the port expansion project.

“ This expansion embodies our commitment to supporting the national economy raising the bar of the services we provide to our customers worldwide. ”

ACT is the Kingdom's primary connecting hub to the international import and export markets. This is a great responsibility not only toward the economic prosperity of Jordan but also of the Levant area as a whole.

Mr. Soren Hansen  
CEO

## PROMOTING INNOVATION

Employee engagement is fundamental to ensuring innovation in our business processes.

As our employees handle the daily operation of the company, they are best suited to identifying areas and methods of improvement in our organization.

We are committed to building a workplace environment which encourages and supports the ideas and innovations of our employees.

## ENGAGING OUR EMPLOYEES TO INNOVATE

In order to encourage teamwork and create an atmosphere of interaction and participation, ACT created an annual innovation competition.

In 2010 10% our employees participated in the "Excel to Win" initiative. Prizes were awarded to those for ideas that saved the port money, increased safety, protected the environment, enhanced productivity, and improved the customer service.



“ This is yet another example of the paramount role played by ACT's employees in the terminal's operations. ”

The level of dedication, technical competency and creativity, reflected in this accomplishment, demonstrates how the success achieved by our terminal is a direct result of the integration between our various departments.

Melissa Blake  
COO

## INNOVATING TOWARDS COST SAVINGS

A group of employees recently devised an innovative spreader mechanism that resulted in substantial savings to operational costs.

This contingency mechanism allowed them to adapt one of the Replaceable Tailgate Spreader (RTG) to support container transfer through both RTG and Ship-to-Shore (STS) cranes, thereby saving the terminal the cost of importing a dedicated STS spreader at the cost of (JOD) 120,000.



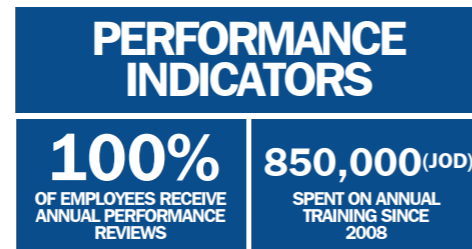
## DEVELOPING OUR PEOPLE IN A SAFE ENVIRONMENT

Provide opportunities for our people to develop in a safe working environment and be a leading example for other Jordanian companies in employee engagement and satisfaction.

### OUR PERSPECTIVE

We believe that our people are our most valuable asset in the development of ACT.

Therefore it is committed to attract, retain, motivate, empower and develop appropriately qualified and experienced employees. Provide training and competitive salaries in addition, providing them with a safe and positive working environment.



### EMPLOYEE TRAINING AND RECOGNITION

ACT is committed to increasing the quality of training provided to each employee in order to foster ongoing development.

We will also continue to challenge and reward our employees by offering competitive salary packages, identifying and fast tracking talented employees who truly drive improved business performance.

### ACHIEVING GLOBAL STANDARDS

Our on-line Global Training and Development Program (GTDP) is available to all employees and has proven to be both cost and time effective.

Offered as a standard development program for all terminals under APM management, the GTDP trains our workforce in modules such as health and safety management, maintenance for operators and people development.

Our equipment standardization system develops equipments training, trainer efficiency and operator competencies. This support improves overall quality, productivity and sets high Safety Standards Standard criteria that ensure the right candidates are selected for the right equipment.



### BUILDING TALENT

Since 2008, ACT's budget for training and development increased by 66%.

We have spent (JOD) 850,000 training our employees in safety, management skills and terminal development.

We are proud to have 100% of our employees, as well as contractors and visitors, trained in safety awareness sessions.

Moreover, ACT focuses on identifying talented employees who truly drive a higher business performance by developing their leadership skills. A clear development plan is established in preparation of more responsibilities.

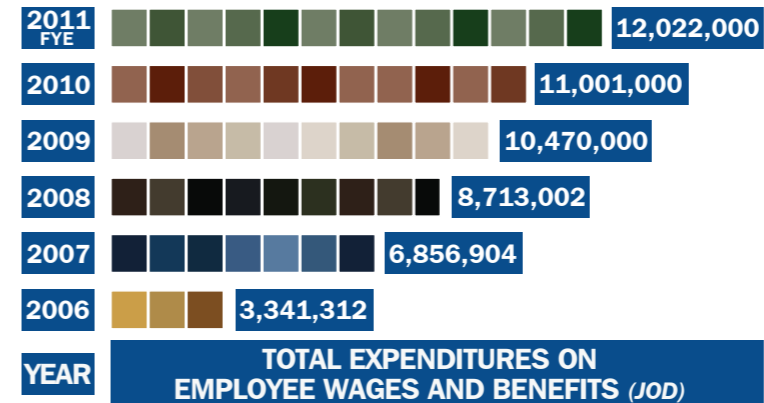
ACT provides opportunities of temporary assignment for the talented employees to have an exposure to widen their experience in other terminals and using their technical expertise.

## PROVIDING COMPETITIVE COMPENSATION

Aqaba Container Terminal supports it's employees with superior compensation packages.

From 2006 to 2010 ACT paid more than (JOD) 40 million on employee wages and benefits.

ACT offers monthly and annual bonuses based on individual and group performance. Additionally, direct and in direct benefits motivate employees, secure financial stability and drives performance.



75% increase in total expenditures on employee wages and benefits. (2007-2011)

More than (JOD) 40 Million spent on employee wages and benefits. (2006-2010)

66% increase in training and development budget.

### ENSURING EMPLOYEE HEALTH AND SAFETY

We are committed to providing a safe work environment and our port facilities comply with global safety standards.

ACT places safety as the top priority and our Health and Safety Department is committed to protecting the health and safety of all employees.

Our Safety Standards criteria ensure that the right candidates are selected and given the right equipment, improving safety and productivity.

### ENHANCING OUR HEALTH AND SAFETY PERFORMANCE

Since our berth expansion project is progressing. The potential for work related accidents remains a relevant concern.

By providing safety awareness sessions to 100% of our employees, we have improved our lost time injuries frequency rate (LTIFR) from 8.81 in 2006, to 2.33 in 2010.

We are also very pleased to announce that no fatalities have occurred since taking responsibility for the container terminal.

### LEADING IN HEALTH AND SAFETY MANAGEMENT

During February 2010, ACT was awarded the "Social Security Excellence Award in Occupational Health and Safety 2009", in a ceremony under the patronage of Minister of Labor Dr. Ibrahim Al Amoush, and the Chairman of Social Security Dr. Omar Al Azzaz.

The prize was in recognition of ACT's achievements on Health and Safety Management and the pioneering regulations it employs in the field.

“...It was not only about setting standards and procedures for employees to implement but also ACT management who has given the knowledge and the tools for employees to reach the desired level of awareness and commitment.”

Feras Taweil  
HSSE manager



## CELEBRATING GLOBAL SAFETY DAY

ACT marked global Safety Day on October 12th 2010 with a celebration featuring awareness campaigns and contests which brought together the terminal employees, management and partners in a celebratory, family atmosphere.

These campaigns tackled key issues including smoking and health, greenhouse gas emissions, and on-site accident response.

“ This agreement comes as part of our HR management strategy, which seeks to reinforce the skills and competencies of the various work teams and to preserve the standards of living for our employees. Our employees are our most treasured asset and have showcased an unwavering dedication to our success. ”

Osama Sous  
Head of government and HR

## MEASURING EMPLOYEE ENGAGEMENT AND SATISFACTION

Our overall employee engagement and satisfaction score increased in 2010, and went down only slightly if compared to 2006.

The survey is conducted on an annual basis, and guarantees confidentiality and third party checking.

Furthermore, our 6.65% workforce turnover rate is far below the 15% average recorded on Terminals managed by APM in 2010.



## EMPLOYEE ENGAGEMENT AND SATISFACTION

Our goal is to be an employer of choice within the local community, and be recognized for providing great development opportunities to our employees.

## IMPROVING RELATIONS WITH OUR EMPLOYEES

Most of our employee's demands were addressed in a new Collective Bargaining Agreement (CBA) signed between ACT and the General Trade Union of Sea Ports and Clearance.

Starting from April 30th, 2010, and valid for a period of two years, the agreement is one of our biggest achievements and reflects our commitment for a mutual and trusting relationship between ACT and our employees.

As of January this year basic salaries were increased by 4%.

## ENGAGING OUR EMPLOYEES IN OPEN DIALOGUE

ACT recently appointed a new "Industrial Relations Manager" who reports directly to the Head of Government and HR. Created in order to strengthen communication between management and employees, this position demonstrates our efforts to enhance employee-management relations.

## BEING A GOOD NEIGHBOUR

Be a good corporate citizen, by serving the Aqaba region and supporting disadvantaged communities.

### OUR PERSPECTIVE

The Aqaba community is considered in every aspect of our operation.

We invest in community development initiatives by enhancing educational systems and supporting the local economy.

### PERFORMANCE INDICATORS

200,000 (JOD)  
TOTAL COMMUNITY INVESTMENT SINCE 2007

99% of current employees are Jordanian locals.

88% of total procurement coming from local suppliers in 2010.

82% increase in total employees volunteering hours (2009-2010)



## COMMUNITY INVESTMENT AND DEVELOPMENT

ACT has played an important role in the local community.

More than just providing financial support we engage our employees in volunteering and donating their time and expertise, as well as providing support through non-financial means.

We intend to continually re-assess our community investment strategy, aligning it to both the needs of our community and our own sustainability strategy and business objectives.

## IMPACTING THE COMMUNITY

Our total community investment for the period 2007-2010 reached (JOD) 118,900. Approximately 1,600 children are currently being impacted by our community programs.

In addition, we estimate that our operations are supporting approximately 33,820 indirect jobs in the region.



“ Education is what our youth need to build their future. It will always be, as it has always been, a priority in Jordan. ”

Her Majesty Queen Rania Al Abdullah





## FOSTERING EDUCATION

ACT is currently supporting Madrasati, an initiative founded by Her Majesty Queen Rania Al Abdullah, by adopting Al Shamilah School for Girls and the Saffiyah Bint Abdul Mutaleb School.

In 2010 alone (JOD) 25,000 in funding was directed to activities that include renovations and improvements to the infrastructure of the schools, as well as training of the teaching staff to adopt modern approaches to education.

**Furthermore, the terminal also rehabilitated the sports court of the SOS Children's Village in collaboration with Aqaba Rotary Club.**



## SUPPORTING LOCAL SUPPLIERS

Procurement spending in 2010 reached (JOD) 7 Million, of which 88% was spent on local suppliers and the remaining of 12% were imports.

## DEVELOPING LOCAL WORKFORCE

Our strategy prioritizes recruitment from our local community in order to support regional development. Our workforce is currently made up by 99% of locals from the Aqaba region.

**“ We always seek to employ Jordanians and to help our local workforce realize their full potential. We continually train, and reinforce their skills and competencies, as part of our ongoing commitment to sustainable development in the Kingdom. ”**

**Mr. Soren Hansen**  
CEO

## TRANSPARENCY, ACCOUNTABILITY AND FINANCIAL SUSTAINABILITY

*Achieve sustainable profits while improving transparency and accountability for all stakeholders and shareholders.*

### OUR PERSPECTIVE

We recognize the importance of achieving long-term financial sustainability and greater transparency in order to ensure the continuity of our operations, increase our regional competitiveness, and gain access to global markets.

### PERFORMANCE INDICATORS

**61.4 MILLION (JOD)**  
ROYALTY  
SINCE 2006

### SUSTAINABLE PROFITS

The expertise brought by APM Terminals has laid the strong foundation for efficiency in all areas of the terminal.

With an average of 38% EBITDA (Earnings before Taxes, Depreciation and Amortization) margin, ACT is at the high-end of performance within the container terminal industry.

**Total revenues since 2006 reached (JOD) 257 Million.**

### PREVENTING INCIDENTS OF CORRUPTION

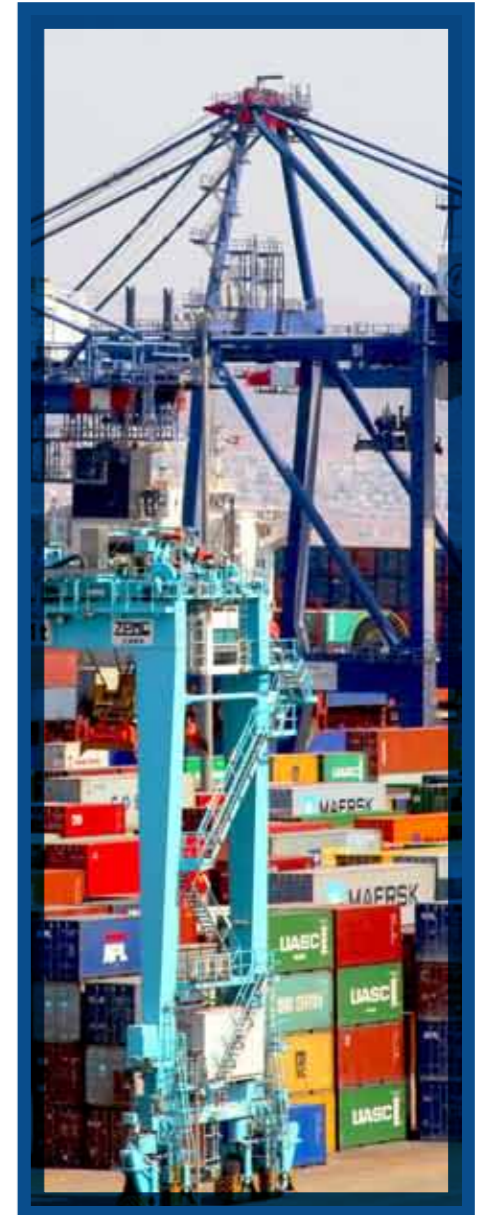
We are training employees in anti-corruption policies and procedures after facing of 3 incidents of corruption which occurred in 2009 and 2011.

In 2009, the incidents involved incorrect invoicing for twenty containers, and diesel delivery notes being signed without being delivered into storage tanks.

Most recently, an unfortunate case of employee theft of a mobile phone took place in early 2011.

**ACT takes incidents of corruption seriously and diligently works to ensure no such instances occur.**

**All employees involved in these incidents were dismissed and controls were established to prevent the reoccurrence of similar incidents in the future.**



### REPORTING INITIATIVE

ACT is pleased to be the first Container Terminal in the Levant region to issue a sustainability report.

ACT plans to continue reporting on our sustainable performance to improve transparency and show accountability to our stakeholders on an annual basis.

This report is our first step towards establishing a process of goal-setting, monitoring progress and evaluating our sustainability performance.

**In 2012, ACT is committed to carry out a Global Reporting Initiative (GRI) framework to meet international reporting standards.**

**“ Developing the most sustainable gateway to Jordan and beyond will allow ACT to expand coverage into new markets. This development will provide substantial benefit to both Aqaba and the Jordanian economy as a whole. ”**

**Richard Davidsen**  
CCO



## OUR BOARD OF DIRECTORS

Board members:

**Mr. Mohammed Al-Turk**  
Chairman of the B.O.D/  
Representative of Aqaba  
Development Corporation (ADC)

**Mr. Amin Kawar**  
Representative of Aqaba  
Development Corporation (ADC)

**Mr. Peder Sondergaard**  
Vice-Chairman/ Representative  
of A.P Moller Finance S.A.

**Mr. Hans-Ole Madsen**  
Representative of A.P Moller  
Finance S.A.

**Mr. Philip M English**  
Representative of A.P Moller  
Finance S.A. as of 27/03/2011

**Mr. Salem Ghawi**  
Representative of Aqaba  
Development Corporation (ADC)

**Mr. Tico Wieske**  
Representative of A.P Moller  
Finance S.A.

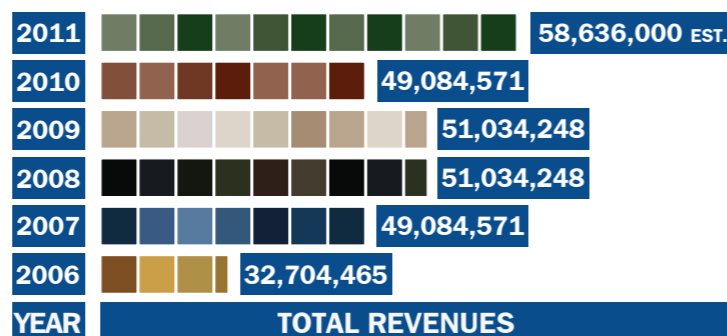


SHAREHOLDER	NATIONALITY	OWNERSHIP	SHARES (JD)
A.P. MOLLER FINANCE SA (PART OF A.P. MOLLER - MAERSK GROUP)	SWISS	50% + 1 SHARE	30,000,001
AQABA DEVELOPMENT CORPORATION	JORDANIAN	50% - 1 SHARE	29,999,999
<b>TOTAL</b>			<b>60,000,000</b>

## SHAREHOLDING STRUCTURE

ACT was incorporated as a private shareholding company with a paid-up capital of (JOD) 60 million in July 2006 for the purpose of developing, managing and operating the Aqaba Container Terminal for public use.

The above table and chart depict the company's shareholding structure and the organizational framework related to ACT.



Direct Economic Value Generated and Distributed (JOD)

	2006	2007	2008	2009	2010	2011 FYE
<b>TOTAL REVENUES</b>	32,704,465	49,084,571	51,034,248	51,034,248	49,084,571	58,636,000
<b>EMPLOYEE WAGES AND BENEFITS</b>	3,341,312	6,856,904	8,713,002	10,470,000	11,001,000	12,022,000
<b>DIVIDENDS TO SHAREHOLDERS</b>	0	0	0	0	7,094,899	N/A
<b>COMMUNITY INVESTMENT</b>	N/A	39,400	28,100	12,000	39,400	N/A
<b>ROYALTY FEES</b>	1,932,927	14,026,763	13,694,896	10,403,473	9,816,911	11,522,000
<b>INTEREST TO LENDERS</b>	85,147	199,949	58,230	66,181	82,742	N/A
<b>TAX EXPENSE</b>	1,226	182,546	574,009	706,610	723,656	824,700
<b>TAX PAID</b>	1,212	182,546	536,912	537,017	611,924	173,727

Direct Economic Value Generated and Distributed (JOD)

## MITIGATING OUR ENVIRONMENTAL IMPACT

Mitigate any negative environmental impact caused by operations, with focus on marine biodiversity protection and resource optimization.

### OUR PERSPECTIVE

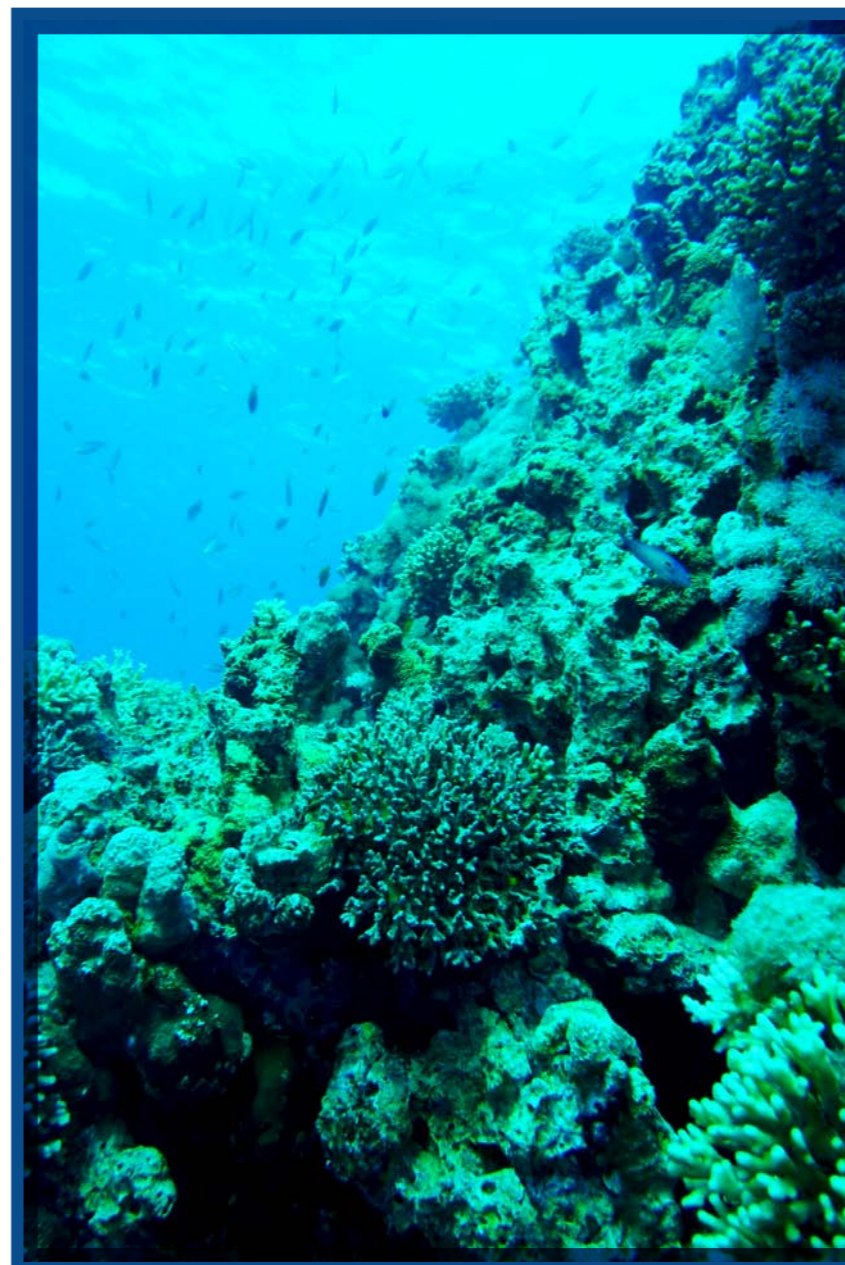
In the interests of the environmental and economic health of the local community, and thus continued long term operation of our organization, it is our duty to ensure that our environmental footprint is reduced and mitigated to avoid negative impacts within Aqaba, and to address global environmental challenges.

### PERFORMANCE INDICATORS

**11.3%**  
REDUCTION IN GREENHOUSE GASES EMITTED PER MOVE (2008-2010)

**1.2%**  
REDUCTION IN ELECTRICITY CONSUMPTION (kWh) (2008-2010)

**1.3 MILLION (JOD)**  
OF TOTAL EXPENDITURES FOR CORAL REEF PROTECTION AS LUMP SUM



## MARINE BIODIVERSITY PROTECTION

ACT is aware of the sensitivity of the local environment in which we operate.

It is our responsibility to ensure the protection of the coral reefs that inhabit the area from any impact of our operation and expansion plans.

## PROTECTING OUR CORAL REEFS

ACT has partnered with the Aqaba Special Economic Zone Authority (ASEZA) to preserve our unique marine biodiversity.

To guarantee the transport of the coral formation from the berth expansion area, an investment of JOD 1.3 million was made in 2009 and ASEZA will ensure the transportation of the damaged areas.

## AVOIDING BALLAST WATER DISCHARGE

Water used as ballast to adjust ships positions and stability can have a negative impact in the local environment. ACT is committed to a "Zero discharge policy" in ASEZA, which prevents any discharge in the sea, avoiding the introduction of non-native species into the local ecosystem.

## CLIMATE CHANGE AND RESOURCE MANAGEMENT

ACT is committed to reducing greenhouse gas emissions and managing our resources efficiently.

We recognize that there is much that must be done for the environmental and we continue to explore new ways of improving our environmental performance.





## REDUCING ENERGY CONSUMPTION AND GREENHOUSE GAS EMISSIONS

Our greenhouse gas emissions per move were reduced by 11.3% in the period of 2008-2010.

In order to continually reduce our emissions, ACT has set a 10% CO<sub>2</sub> emissions reduction target to be achieved annually over the next 5 years.

Moreover, the deployment of greener yard equipments, such as the recently acquired Eco Rubber-Tyred Gantry Cranes, is helping to save up to 40% on fuel consumption and hence emissions.

## GREENING CAMPAIGN

Launched in October 2010, the initiative has resulted in the planting of 150 trees within ACT's facilities, to contribute to reducing the impact of the CO<sub>2</sub> emissions by the port's heavy machinery operation.

## ADDRESSING WATER CONSUMPTION

From 2008 to 2010, our total water consumption increased by almost 6%.

Water is a scarce commodity in the region, and ACT is committed to introduce water saving measures in the long-term, seeking to reduce its consumption throughout its facilities.

We aim to reduce CO<sub>2</sub> emissions by 10% annually.

We aim to achieve 90% of waste segregation in 2012.

## WASTE MANAGEMENT

We started monitoring our waste generation, which has allowed us to set targets for 2012 to improved waste management.

Although none of the 1,766 tones generated from 2008 to 2011 were properly segregated, we have made a commitment to achieve 90% of waste segregation throughout ACT's facilities in 2012.

## SUMMARY OF SUSTAINABILITY PERFORMANCE KPIS

TABLE 1 – KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS		2006	2007	2008	2009	2010	2011 (Estimated_YE)		
Promoting Innovative & Efficient Operations	Efficiency	Gross crane productivity (hours)	27.81	24.13	22.70	24.13	30.55	28	
		Berth moves (per hour)	New indicator	42.75	43.68	37.63	47.83	42	
		Truck turnaround time (% per hour)	New indicator		1.29	1.42	1.14	0.75	
		Dwell time full import (per day)	New indicator		10.9	9.9	8.8	9.5	
	Cargo Moving	Exports full (TEUs)	38,372	43,861	47,844	43,566	56,494	65,700	
		Transit (TEUs)	27,205	23,637	27,566	85,364	62,826	103,100	
	Innovation	Employees that feel empowered to deliver innovative solutions (%)	New indicator				10%	N/A	
		Total amount saved due to employees innovative solutions (JOD)	New indicator				398,690	120,320	
	Customer Satisfaction	Customer satisfaction score (out of 10)	New indicator		7.8	6.7	7.8	N/A	
		Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	0	0	0	0	0	0	
Developing Our People in a Safe Environment	Training & Development	Average hours of training provided per employee (hours)	2.5	2.5	1	1.5	2	4	
		Annual training budget (JOD)	New indicator		150,000	200,000	250,000	250,000	
	Health & Safety	Employees receiving performance reviews (%)	100%	100%	100%	100%	100%	100%	
		Lost time injuries frequency rate (LTIFR)	8.81	4.40	3.54	3.20	2.33	1.7	
		Fatalities	0	0	0	0	0	0	
	Employee Engagement	Percentage of employees trained on health & safety practices	New indicator		70%	100%	100%	100%	
		Employee engagement & satisfaction score (%)	3.95	3.8	3.5	3.71	3.82	N/A	
		Workforce turnover rate (%)	2%	7%	6%	4%	6%	6.80%	
		Total expenditures on employee wages and benefits (JOD)	3,341,312	6,856,904	8,713,002	10,455,814	11,217,811	11,032,000	
	Human Rights	Total workforce	748	731	731	762	727	706	
Employees covered by collective bargaining agreements (%)		0%	100%	100%	100%	100%	100%		
Total number of incidents of discrimination		0	0	0	0	0	0		
Being a Good Neighbor	Community Engagement	Total hours of employee training on policies and procedures concerning aspects of human rights	New indicator				458	N/A	
		Number of volunteering hours provided to community	New indicator			190	324	200	
		Total number of employee volunteering hours	New indicator			1,312	2,394	1,720	
	Economic Development	Total expenditures in community investment (JOD)	New indicator	39,400	28,100	12,000	39,400	N/A	
		Community investment as percentage of pre-tax profit (%)	0	0,010	0,056	0,023	0,080	N/A	
		Number of children directly impacted by community programs supported by ACT	0	1,000	1,000	1,100	1,600	1,600	
	Mitigating Our Environmental Impact	Ecological Footprint	Total number of jobs indirectly supported	New indicator			31,000	33,820	N/A
			Total expenditures on procurement going to locally-based suppliers and contractors (JOD)	New indicator			8,446,932.48	6,115,492.24	5,861,447
			Proportion of procurement spending going to locally-based suppliers and contractors (%)	New indicator			96%	88%	53%
			Greenhouse gases emitted per move (tones)	New indicator			63.2	60.8	N/A
Transparency, Accountability & Financial Sustainability	Accountability & Financial Sustainability	Total greenhouse gases emitted (tones)	New indicator			N/A	N/A	N/A	
		Indirect energy consumption - electricity (kWh)	New indicator		13,215,140	13,235,150	13,373,080	14,444,742	
		Indirect energy consumption electricity per employee (kWh)	New indicator		18,878.77	18,907.36	19,104.4	20,635	
		Direct energy consumption - diesel (liters)	New indicator				2,981,578.92	3,007,672	
		Proportion of energy consumption from renewable source (%)	0	0	0	0	0	0	
		Total water consumption (gallons)	New indicator		68,000	70,000	72,000	24,800	
		Water consumption per employee (gallons)	New indicator		97	100	100	35.5	
		Total waste generated (Tones)	New indicator		480	460	466	720	
		Waste recycled (%)	New indicator				0	0	
		Total number and volume of significant spills (liters)	New indicator				3,474	8,200	
Biodiversity	Total expenditures for coral reef protection (JOD)	0	0	0	1.3 million	0	0		
	Area of habitat rehabilitated or restored (m2)	0	0	0	0	0	0		
Transparency, Accountability & Financial Sustainability	Accountability & Financial Sustainability	Revenues (JOD)	9,827,933	38,000,556	50,344,171	51,034,248	49,084,571	58,636,000	
		Significant financial assistance received from the government (JOD)	0	0	0	0	0	0	
		Independent directors on the board (%)	100%	100%	100%	100%	100%	100%	
	Anti-corruption	Total number of business units analyzed for risks related to corruption (%)	New indicator			0%	0%	0%	100%
		Employees trained in organization's anti-corruption policies and procedures (%)	0%	0%	0%	0%	2%	10%	
		Number of reported incidents of corruption	New indicator			0	2	0	1
Pay back to community and government	Royalty	1,932,928	14,026,763	13,694,896	10,403,473	9,816,911	11,522,000		
	Taxes expense	1,226	182,546	574,009	706,610	723,656	824,700		
	Taxes paid	1,212	182,546	536,912	537,017	611,924	173,727		