



**ACT**  
AQABA Container Terminal



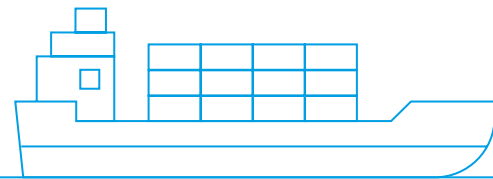
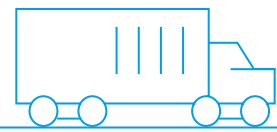
AQABA CONTAINER TERMINAL  
MANAGED BY  
APM TERMINALS

# 2020 Sustainability Report

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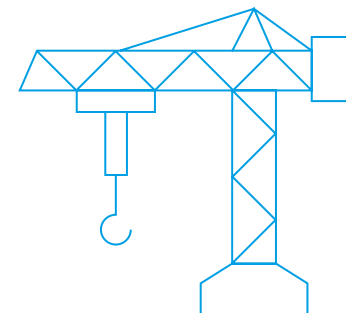
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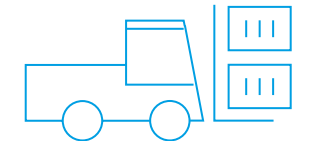
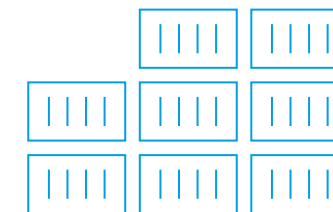
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## About this report

Since 2011, ACT has published an annual sustainability report, highlighting its activities and performance in the social, environment and economic aspects. This year's report continues to focus on ACT's sustainability performance in material issues that are important to ACT and its stakeholders.

This report has been prepared in accordance with the GRI Standards: Core option. The GRI Content Index and GRI Materiality Disclosures Service Mark are included in Appendix D.

The report covers the calendar year ending December 31st, 2020. Financial data is expressed in Jordanian Dinars, unless otherwise specified.

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-  **Google plus:** [Aqaba Container Terminal-Act](https://plus.google.com/Aqaba-Container-Terminal-Act)

### 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

It is with great pleasure to present ACT's 10th Sustainability Report for the year of 2020, sharing the past year's achievements and highlights. Sustainability is integral to ACT's core business objectives and it is embedded within our governance, operations and culture. We take our role as a corporate citizen seriously, and we are proud to showcase our progress across the three dimensions of sustainability: economic, environmental and social responsibility.

Through our continued commitment to the UN Sustainable Development Goals (SDGs) and Jordan National Vision 2025, we take shared responsibility for achieving positive change. We have identified linkages between the national vision goals and ACT's business strategy and aligned our sustainability priorities to selected SDGs.

2020 has been particularly challenging for ACT as it has been for the entire world. We cannot help but shed the light on this unprecedented pandemic, that despite being tough, it was a learning-experience for all of us and a clear evidence that resilience, collaboration and innovation are the right way forward.

In 2020, we have recorded many achievements with an outstanding performance that even surpassed previous years. The highest ever throughput of 857,283 TEUs was recorded this year. Our robust emergency response system and our proactive approach that required a great deal of agility in operations demonstrate the vital role ACT plays in Jordan and the Levant region, reaffirming its position as the most preferred gateway.

**"The safety of our people has always been important, and during COVID-19 it was considered a top priority with a huge focus. We took all the possible measures to keep our employees healthy and safe, with continuous monitoring and flexible planning in light of the swift changes."**

In 2020, ACT won the 'Occupational Health and Safety Excellence' Award from the Social Security Corporation and the 'Way of Working (WOW) Hero' Award from APMT for its continuous improvement and the effective implementation of Lean Management through its KAIZEN programs.

Our environmental work focuses on energy efficiency, reducing waste and water use, and managing our impact in the context of climate change. We are progressing towards our goals, thanks to the expertise and commitment of our teams working together to develop operating techniques that are aimed at not only reducing our costs but also decreasing our negative environmental impact. In 2020, we have maintained our energy intensity at 0.2 GJ/TEU, reducing GHG emissions intensity by 3%, and increasing recycled waste to 34%.

As a responsible corporate citizen, we had a positive social impact and we helped strengthening the community resilience during the pandemic with our various CSR activities and donations. Our CSR investment totalled JOD64,322 this year with more than 7,000 beneficiaries across Aqaba and the neighbouring districts.

Finally, I invite you to read this report to get more insights about the progress we had in 2020 and how we coped with a year like no other!



Sincerely,  
**Soren Kofoed Jensen**



# 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 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 container terminal on a weekly basis with large vessels, thus connecting the Levant region to the World.

## APM TERMINALS ADVANTAGE

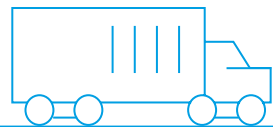
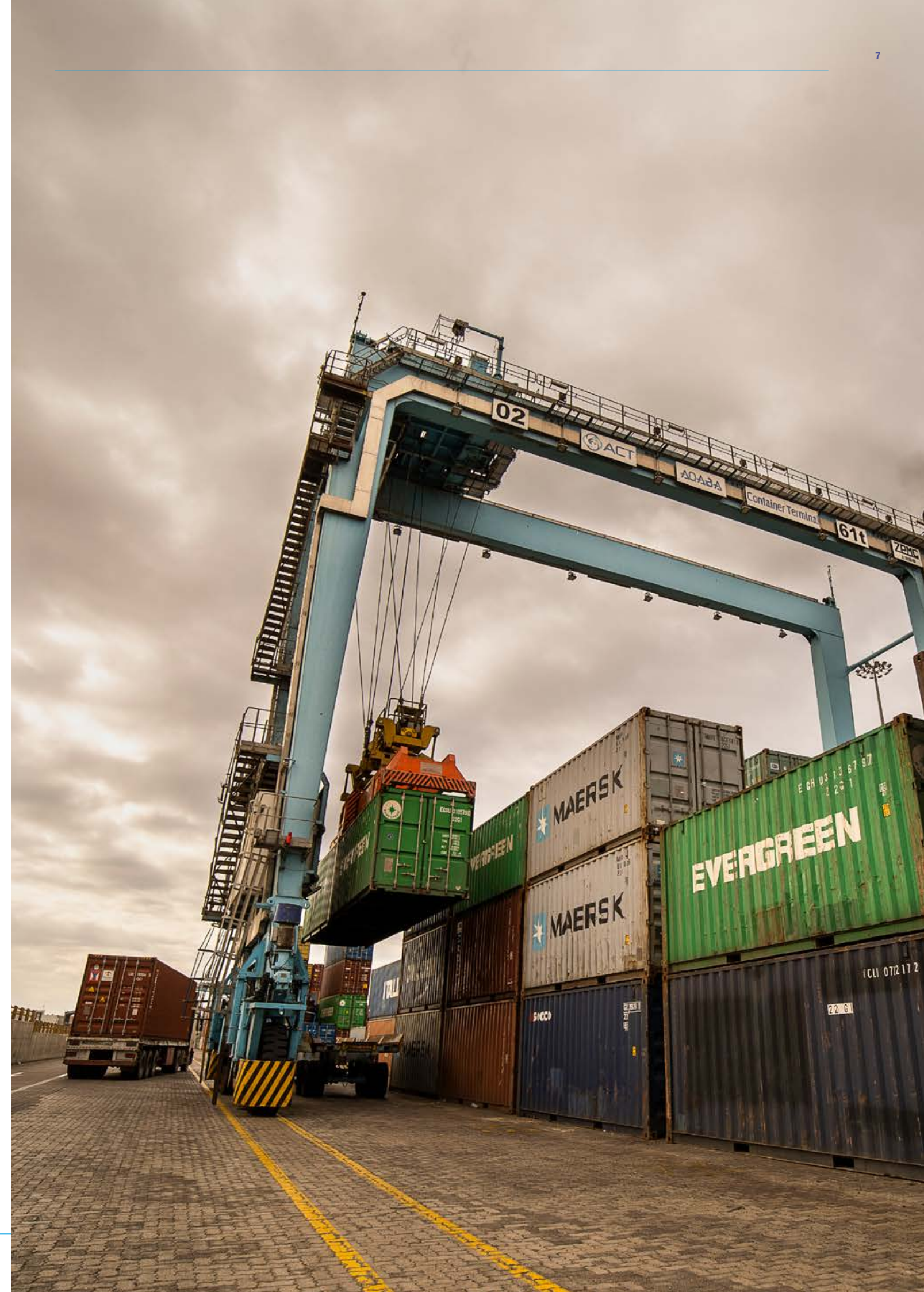
With the largest and most balanced Port and Terminal global portfolio, APM Terminals (APMT) is bringing extensive international experience as well as commercial and operational best practices to Jordan.

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

## ALIGNING ACT'S PRIORITIES

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

To that end, ACT is committed to promoting the SDGs and 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><b>APM TERMINALS</b></p> <p>APM Terminals 50% + 1 share</p> <p><b>Aqaba Development Company</b></p> <p>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> <ul style="list-style-type: none"> <li>- 168,859 GJ of energy consumed</li> <li>- 29,270 m3 of fresh water consumed</li> </ul>	<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.

## OUTPUTS

Over

**JOD 112 million**

total revenues

**857,283**

TEUs total throughput

## OUTCOMES

**FINANCIAL CAPITAL**

**JOD 32,329,910**  
Royalties

**JOD 25,957,073**  
Wages and benefits for our workforce

**SKILLS AND EXPERTISE**

**979**  
Total workforce

**2,193**  
Total training hours for our workforce

**99.9%**  
Jordanian rate

**NATURAL RESOURCES**

**9.87**  
Total Greenhouse Gas emitted per 1,000 TEU (metric tonnes of CO<sub>2</sub>e)

**276,098 Kg**  
total waste generated

**STAKEHOLDER RELATIONSHIPS**

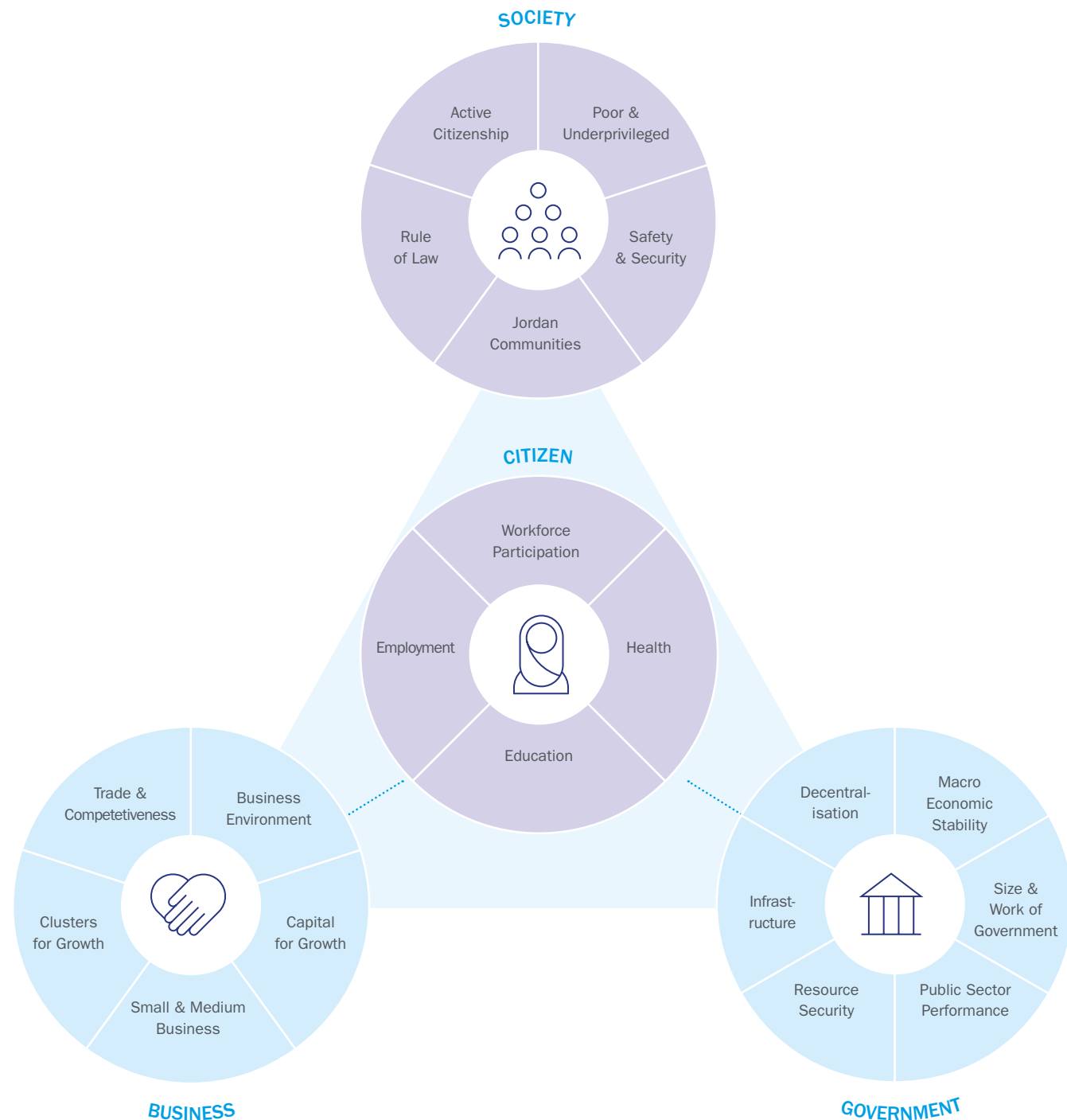
**81%**  
spending on local procurement

**JOD 64,322**  
community investments

THROUGH OUR AMBITIONS, ACT IS SUPPORTING THE UN SUSTAINABLE DEVELOPMENT GOALS


# Inputs and Outcomes

A wide range of inputs that flow into ACT's business model allows 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 DESIRED OUTCOMES:**

- Creating high calibre 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

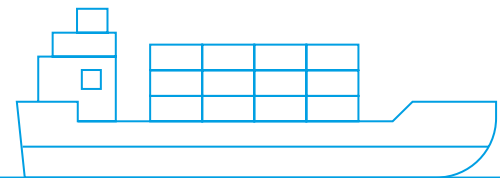
ACT is the kingdom's only container terminal and a hub for international Import and export activities for Jordan, and beyond. The company's commitment to being a good corporate citizen through sourcing local employees, local goods and services, and investing in the development of the terminal's capacity,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

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

## ACT'S JOURNEY THROUGH THE YEARS

### 2003

- Major operation melt-down resulting in severe congestion crisis

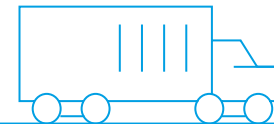


### 2005

- 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

### 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



### 2013

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

### 2004

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

### 2006

- ADC and APM Terminals sign 25-year Joint Venture

### 2008

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

### 2011

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

### 2012

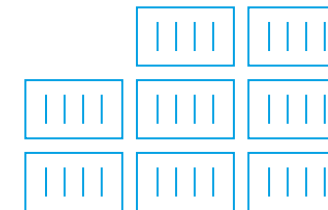
- Adopting the journey to safety to develop a positive safety culture

### 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



### 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

### 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

- Break a record with 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

# Sustainability at ACT

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

## OUR SUSTAINABILITY FRAMEWORK

### ORGANIZING OUR APPROACH:

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

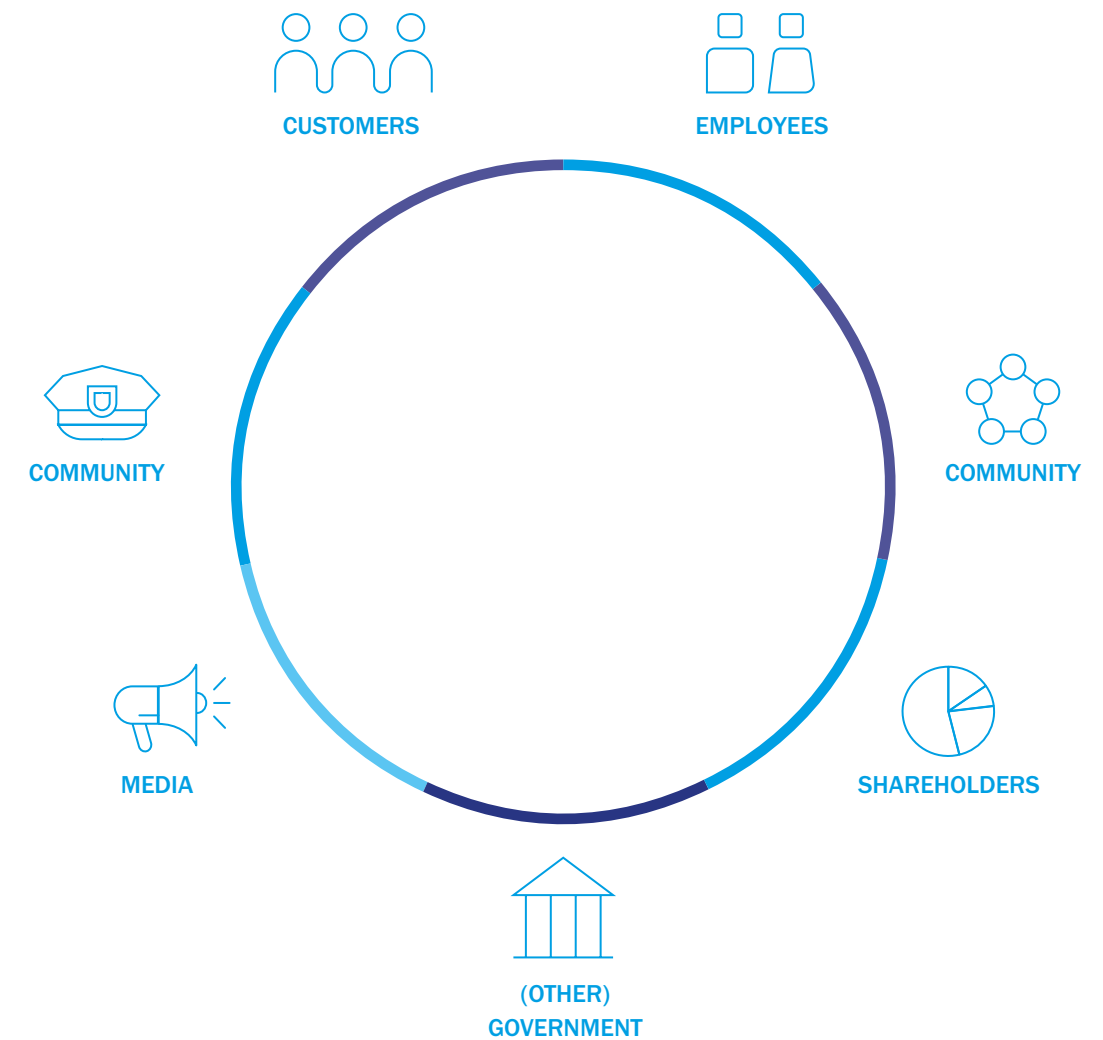
The framework consists of six pillars anchored to our vision of being a sustainable gateway to Jordan and the Levant region. Under each pillar, ACT has a set of key performance indicators (KPIs) that are clearly linked to the company's strategic priorities and help measure ACT's progress against each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





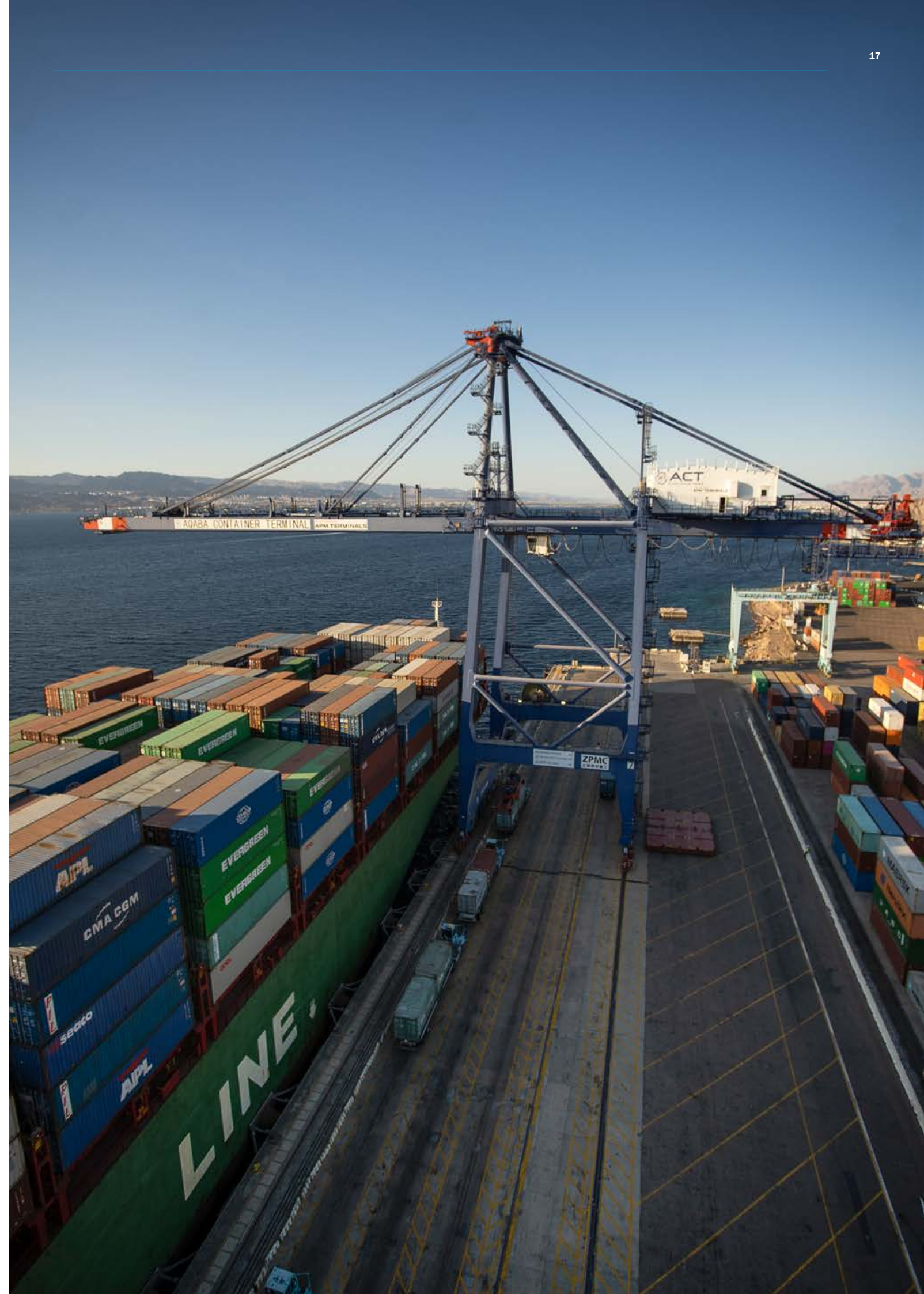
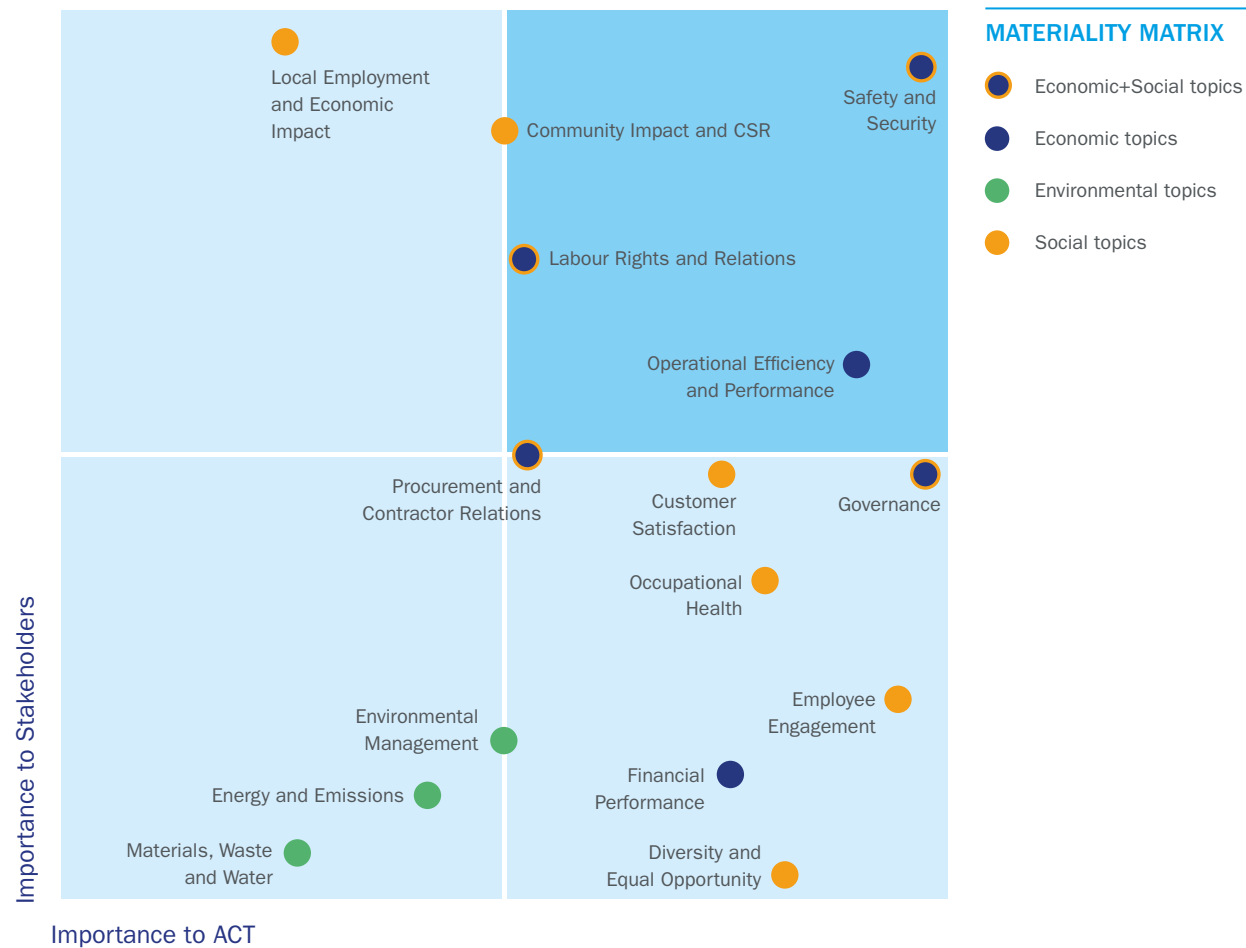
# Reporting on What Matters the Most

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 stakeholder and business at the same time.

Following our in-depth materiality assessment conducted in 2013, ACT reviews and refines its materiality matrix annually to validate and update its material issues, keeping these in line with current sustainability and business contexts.

In 2020, no significant changes were made to material aspects compared to the previous year. Safety and Security remain an immutable top priority at ACT. Also, ACT continued to focus its efforts to strengthen its governance through intensive anti-corruption and legal compliance training.

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




# 2020 Performance Highlights

**979**   
Total workforces


Received the '**Occupational Health and Safety Excellence Award**' from the Jordanian Social Security Corporation

**Zero**  
Fatalities

**34 m<sup>3</sup>/1000 TEU**   
Water intensity

**34%**   
Recycled Waste

**JOD +25m**   
Employee Wages and Benefits


**14%**   
Female representation in middle management

**2,193**   
Training hours provided

**0.2 GJ/TEU**   
Energy Intensity

**81%**   
Spending on local procurement


**JOD 64,322**   
Direct Community Investment

**100%**   
of employees and contractors trained on H&S practices


**3%**   
Drop in GHG emissions intensity

**99.9%**   
Nationalization rate


**10**   
CSR projects

**3%**   
Improvement in turnover rate

**+93,000 Kgs**   
of paper and cardboard were recycled

**447,000 liters**   
Savings of diesel fuel


**JOD +112m**   
Revenues

**857,283 TEUs**   
Throughput

Improved **Yards Capacity Utilization** 


**60%**   
of ACT's total workforce participated in joint management-worker health and safety committees


**4,446**  
Man-hours volunteered


**JOD 27,976**   
Generated from the recycling program


**1,400**   
Employees tested for COVID-19

**JOD 5,000**   
Investment in public awareness against COVID-19


**89%**   
Reduction in number of Near Miss incidents


Automation of **rostering system** and gates transactions 


**5**   
Managerial positions were filled internally

**JOD 52,275**   
Environmental Protection Expenditure

## KAIZEN HIGHLIGHTS

**+1.4**   
Standard degrees Increase in productivity through KAIZEN methodology

Started the 1st phase of the **5-year equipment replacement plan** 

**48**   
Emergency Response Drills were conducted

**WOW Hero**   
Award from APMT

**+19,000**   
Hours were saved through process optimization

**+\$304,000**   
Savings in costs

**+\$680,000**   
Cost was avoided





# 01

## Making Jordan a Terminal of Choice

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

RELATED SUSTAINABLE DEVELOPMENT GOALS:



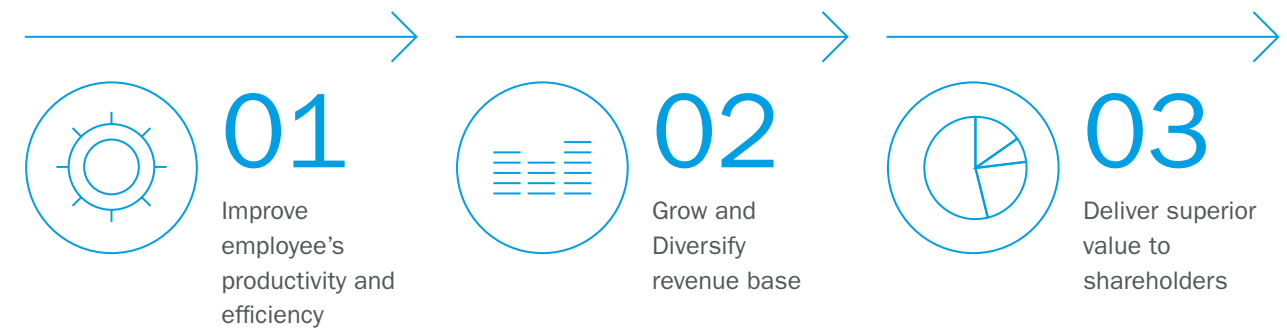
## A Regional Gateway

As a major modern mainliner port, ACT has the capacity to handle the largest container ships. In 2020, twelve of the largest global shipping lines, jointly controlling more than 80% of the global container line capacity, called at ACT, giving the Jordanian and Iraqi business community a wide choice of carriers and extensive access to global import and export markets.

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

To further strengthen ACT's competitiveness as a gateway to Iraq, ACT worked with the full supply chain to promote more developed and easier process to support the regaining of the Iraqi 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 Iraq are now arriving the border within 36 hours and only 48 hours to Baghdad after discharging at Aqaba. As a result, the volume of cargo discharged at ACT in-transit to Iraq has increased year over year since the opening of the boarders.

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:



### CONTAINER MOVEMENTS (TEU)

	2016	2017	2018	2019	2020
Total Throughput*	792,841	796,087	816,369	798,160	857,283
Full Export	118,912	125,767	113,731	105,962	117,856
Transit	9,282	6,281	11,862	13,549	19,126
Full Import	398,914	401,759	410,754	405,631	433,493

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

## ACT – A GATEWAY TO THE LEVANT REGION AND BEYOND

### EVERY GLOBAL SHIPPING LINE CALLS AQABA CONTAINER TERMINAL

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

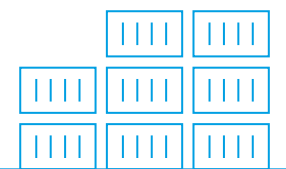


Direct links from/  
to Far East,  
Europe, Indian  
subcontinent, Arab  
Gulf & US East  
Coast



### ACT - IRAQ'S UNIQUE GATEWAY ON THE RED-SEA

- 01 **Direct access to your markets** → Top 10 global carriers have direct calls at Aqaba Direct connections to/from your key markets
- 02 **Faster Ocean transit time** → eg: Chicken from Brazil (Itajai)  
Meat and Fruits from Latin America, USA and Europe
- 03 **Lower Sea-Freight rates** → Large vessels: 80% > 300m lond, 30% > 14,500TEU  
Vast open capacity on the ships calling Aqaba
- 04 **Lower Port Charges for Iraqi Cargo** → 40% reduction on Terminal Handling Charges  
Competitive storage solutions
- 05 **Fast Cargo Transit** → 36 hours from discharge to Trebil border  
48 hours from discharge to Baghdad
- 06 **Support the Trucking and Logistics Industry** → Direct employment for Jordan and for Iraqi operators  
Improve stability in the region
- 07 **Support Iraqi Trade and Industries** → Lower logistic cost using Aqaba as supplementary gateway to Iraw's already strong port infrastructure



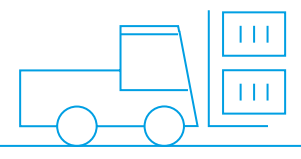
## Awards and Recognition

ACT's hard work since 2006 ensures that its operations are efficient, safe, and reliable 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 our industry.

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

### BELOW ARE HIGHLIGHTS OF AWARDS AND RECOGNITIONS THAT ACT HAS RECEIVED SINCE 2016 IN DESCENDING ORDER:

- **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 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 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 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 finalist for the Middle East and Indian Subcontinent "Port Operator" Award. ACT is recognized for its unconditional support to the export industry in critical times.
- **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.







## 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.

### RELATED SUSTAINABLE DEVELOPMENT GOALS:



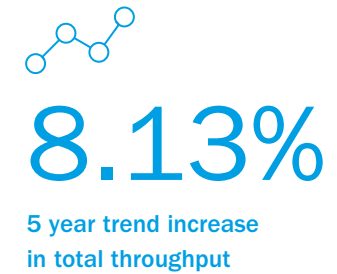
## Operational Efficiency

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

We are pleased to report that our commitment to continuous process improvement programs has yielded positive results. Despite the strenuous circumstances imposed by COVID-19 and the challenges faced at the terminal, ACT continued its upward trend of improved efficiency, breaking the record with the highest throughput in the last 5 years with a total of 857,283 TEUs, which is considered a 7% increase over 2019.

Within the first three months of the outbreak of COVID-19 in Jordan, and in cooperation with the Jordanian Government, we extended the full container storage free-time grace period from 6 to 14 days to give clients ample time to clear their containers smoothly. We had also improved the capacity utilization of the yard along with an efficient distribution of resources as a response to the forecasted increase in the volumes arriving at the terminal during the pandemic.

### TOTAL THROUGHPUT\*



### OPERATIONAL EFFICIENCY

	2016	2017	2018	2019	2020	5-Year Trend
Total Throughput	792,841	796,087	816,369	798,160	857,283	8.13%
Gross Crane Productivity*	33.8	34.67	34.14	33.01	32.36	-4.26%
Truck Turnaround Time (Hours)	0.63	0.56	0.59	0.57	0.63	0%
Dwell Time for Full Import (Days) **	10.14	8.99	9.74	8.73	10.44	2.96%
Berth moves per hour	50.40	54.38	71.97	77.34	73.44	45.71%

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

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



### MAINTAINING EXCELLENCE THROUGH 'GEMBA WALKS'

After having all the SOPs in our engineering department reviewed and updated in 2019, we needed to maintain the operational excellence and ensure that the updated SOPs are being followed precisely on the ground. Therefore, we started implementing the 'Gemba Walk' concept in January 2020, where a process confirmation activity takes place by walking through each process step by step, confirming its compliance and taking corrective actions where needed.

By reviewing 4 processes every month, a total of 48 process confirmations were conducted during 2020. We will continue with the same approach in 2021 onward to ensure that our processes are improved gradually.

#### GEMBA WALK CHECKLIST

- What are you currently working on?
- Is there an established process for this type of work?
- Do you have any problems with the established process?
- Why is there a problem?
- How can you fix the problem?
- What do you do to recognize the root cause of the problem?
- Who do you speak with if there is a certain problem?



### RESOURCES OPTIMIZATION

In 2014, ACT adopted a new resource strategy for hiring where on-demand labors were deployed based on business needs with flexible contracts. This has definitely contributed to better optimization of workforce utilization and encouraged the early retirement of fixed-term employees with high labor cost, leading to a remarkable decrease in the headcount.

However, with the increasing volumes at ACT recently, more manpower was required to be available at the terminal and further enhancements on workforce management processes were needed. Hence, we started automating the rostering system in 2020 to optimize workers distribution and the labor cost per move and enhance the operational efficiency in the bottom line.

On another aspect, we initiated an automation project for manual gates transactions that were requiring large number of personnel working at every location and entering data on third-party systems, such as Local Customs Authority and NAFITH (Truckers trafficking body), to maintain 24/7 operations at the terminal. Through mapping out the

processes and identifying automation opportunities, we were able to automate one gate out of five and fully integrate our systems with Jordan Customs, which resulted in reducing manual transactions, speeding trucks flow, increasing data accuracy, and improving workforce utilization.

Looking forward, we are planning to expand on these projects aiming for a higher productivity and optimized maintenance cost and labor cost per move through:

1. Implementing the Optical Character Recognition (OCR) on cranes to eliminate human interaction in such hazardous areas.
2. Upgrade our ERP Industrial and Financial System (ISF) to IFS-10 in 2021.
3. Increase the on-demand working days from 17 days/month to 19 days/month by 2021 and to 21 days/month by 2023.
4. Expand the pool of on-demand labors with multi-skilled workers who have technical expertise and can operate sophisticated equipment.





# Customer Satisfaction

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

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

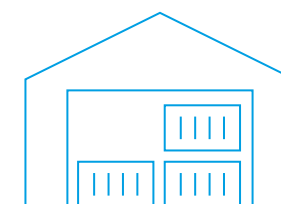
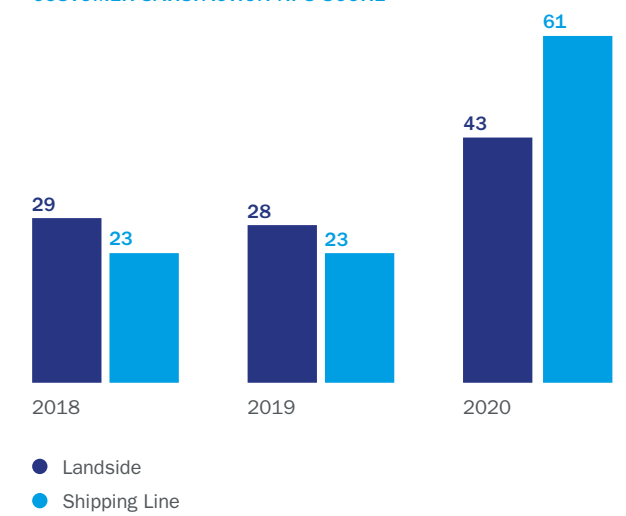
The Net Promoter® score is the most popular index that measures the willingness of customers to recommend a company's products or services to others. It is used as a proxy for gauging the customer's overall satisfaction with a company's product or service and the customer's loyalty to the brand.

In 2020, customers were invited to share their feedback on ACT's services through rolling out a satisfaction survey that follows the Net Promoter Score (NPS) methodology. The NPS derived from the results of the survey showed an improvement in customer satisfaction, where the Shipping Lines score increased almost three times over last year to become 61% and the Landside score jumped to 43%. It is worth mentioning that ACT's overall NPS results have been among the top scores within APM Terminals global network, reaffirming ACT's exceptional efforts in maintaining customer satisfaction at its highest levels all the time.

## 61%

Customer satisfaction for the Shipping Lines

CUSTOMER SATISFACTION NPS SCORE





### YOUR CARGO IN SAFE HANDS

In January 2020, we focused on addressing the missing seals issue, on which we were receiving several complaints from shipping lines and the customs authority. An immediate action was taken to resolve the problem through forming a dedicated committee to study the root cause and implement corrective actions. We were able to identify the deficiency in the process that was leading to this issue through extensive meetings, brainstorming sessions and onsite Gemba walks.

The following corrective actions were put in place:

1. Safety talk sessions with employees to educate them on the correct process along with awareness sessions about the 'No Walk Policy', where strict penalties were put in place for any violation.
2. Intensive security measures through reviewing CCTV policy, implementing ongoing patrols and installing new cameras at some uncovered areas for a better monitoring.
3. Supervising the customs inspection process by an ACT employee to ensure that the container is sealed again after the inspection is done.

4. Rearranging the signs at yard 1 by adding numbers to the letters, i.e. 3D, 2C, to direct the truckers to the right loading positions.
5. Liaising with shipping lines, customs, and truckers to implement some corrective actions at their end and improve seals quality to avoid the possibility of easy cut.

As a result, the number of reported containers dropped 77% the following month, leading to a huge reduction in the reported claims and the incurring cost, along with better security and efficient operations that enhanced customers' experience at the end.

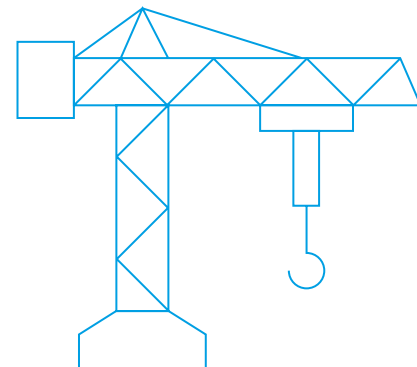
# 77% ↓

reduction in complaints on container seals within 1 month

### DIGITALIZING THE PAYMENT SERVICE AT ACT

As part of its commitment towards greater efficiency and to keep exceeding customers' expectations, ACT launched a direct electronic payment service on "e-Fawateercom" platform under the category "Trade and Services" to make it easier for customers to pay their bills online anytime from any place.

This step comes as part of ACT's commitment to maintain highest levels of customers satisfaction through its operational excellence and digital transformation journey.



# Continuous Improvement

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

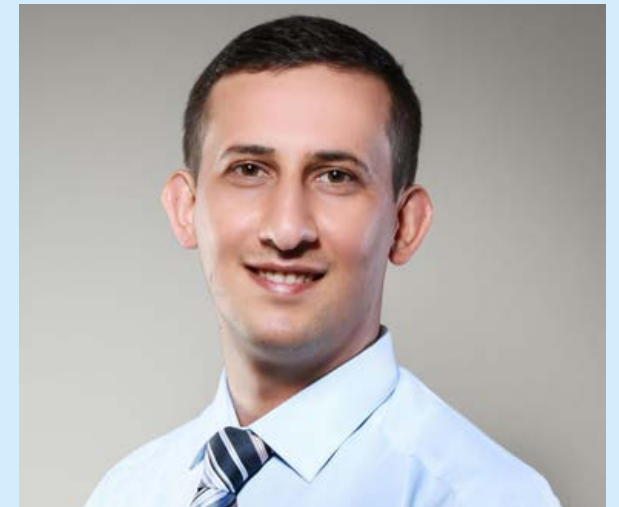
Seeking continuous improvement for our processes is at the core of everything we do. To enhance the quality of our services as well as our health and safety culture, we implemented several improvement projects in 2020.

### WOW HERO AWARD

In recognition of the lean methodologies and the continuous improvement implemented at ACT, our Engineering department, represented by its head Eng. Salim Jarrar, received the Way of Working (WOW) Hero Award in 2020.

The new methods resulted in improving business performance, driving customer experience, and implementing safety creatively. Till this moment, it resulted in an annualized cost avoidance of \$352,933 and 850 hours saved.

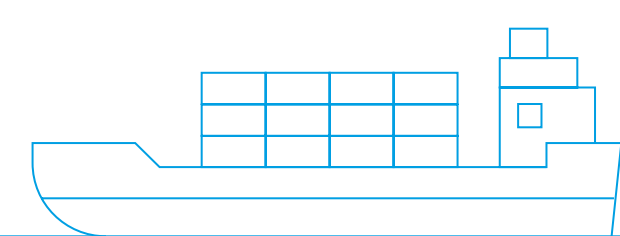
The WOW Hero Award is an inaugural award from APM Terminals for those individuals nominated to be role-models of Lean behaviors, who took ownership to improve the business using AMPT's Way of Working elements and tools.



Salim's high commitment to embrace lean methods, accompanied with regular follow-ups and GEMBA walks made a substantial improvement on performance, which made our team among 7 winners from APM global network.

**"The best way to differentiate yourself is by doing things in an innovative way, take the extra step and do things beyond what is expected"**

Eng. Salim Jarrar.





### REAPING THE BENEFITS OF CONTINUOUS IMPROVEMENT

In line with ACT's dedication to continuously improve its operations and keep raising the bar of excellence in the market, we have embedded the KAIZEN philosophy in 2020 to improve processes, reduce waste and increase efficiency across ACT's different functions.

KAIZEN is a Japanese term that simply means "Continuous Improvement", involving all employees from blue-collar labors to managers and executives, where they all get trained on different skills and work together to create a culture of change through continuous improvement.

We have identified improvement gaps across different operations and departments. A total of 152 KAIZEN projects were developed to address these gaps, where 45% and 36% of them being in the Operations and Engineering departments, respectively, since the core activities of our business are held there. The remaining projects were distributed among other departments including HSSE, Commercial and HR. It is worth mentioning that we followed the Policy Deployment (PD) approach while developing these projects to link between strategy and execution and to ensure focus on the most important improvements needed in the business.

KAIZEN results were prompt enough to start showing in 2020 with more than 19,000 hours being saved, translated into \$304,000 cost savings and \$680,000 avoidance cost. All these achievements increased the overall productivity by 1.4 standard degree across our operations.

### HIGHLIGHTS

**+19,000** 

hours were saved

**+\$304,000** 

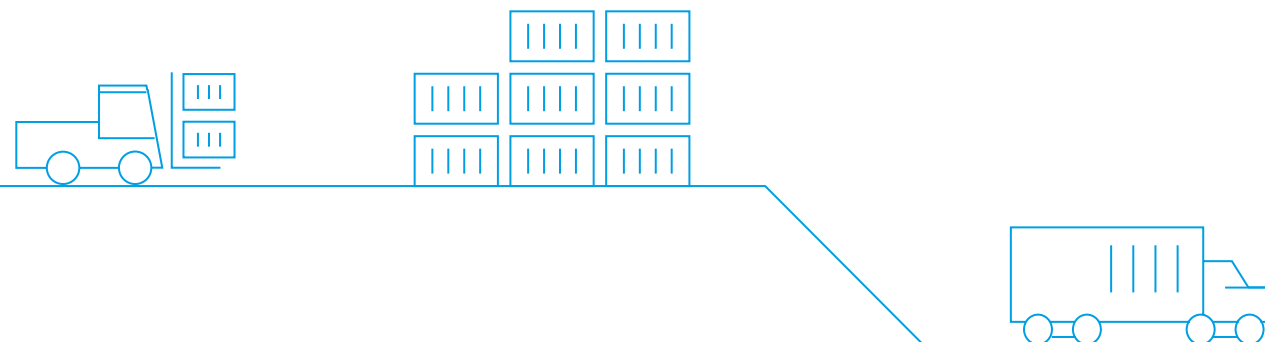
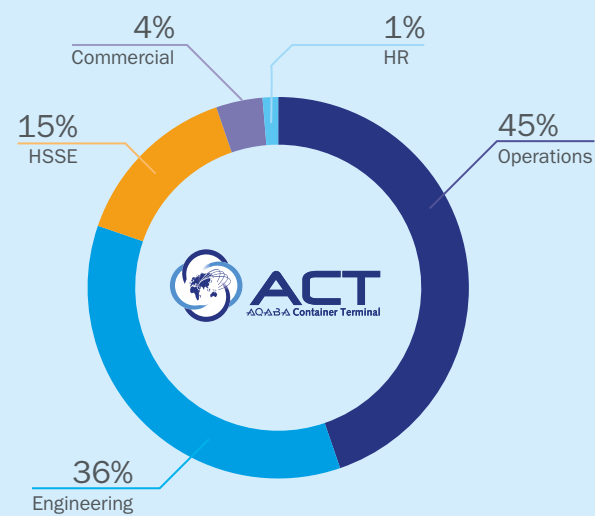
savings in costs

**+\$680,000** 

cost was avoided

**↑1.4** 

standard degrees increase in the overall productivity across all operations



### OPTIMAL MAINTENANCE PRACTICES

A cost-efficiency strategy was initiated at ACT last year to optimize operational and maintenance practices with a detailed 5-year equipment replacement plan in place to replace outdated or overused equipment with more advanced machinery and spare parts starting 2020.

We will continue with the 2nd phase of the 5-year equipment replacement plan in 2021 where 14 Terminal Trucks, 2 Reach stackers and 4 Empty

Handlers will be received by the third quarter of 2021.

We are also working on replacing all the Personal Computers (PCs) on Ship-to-Shore (STS) cranes and Rubber Tyred Gantry (RTG) cranes by the second quarter of 2021 to upgrade their security and connect them to ACT's Domain, and as a preparation for the upcoming digitalization projects at ACT.

### HIGHLIGHTS OF THE 1ST PHASE OF THE EQUIPMENT REPLACEMENT PLAN:

- 1** 4 heavy machines were disposed in a secure and eco-friendly process
- 2** 2 new 7-high empty handlers were received
- 3** 14 Terminal Tractors, 2 Reach Stackers, and 4 Empty Handlers will be replaced in 2021
- 4** JOD 193,383 avoidance cost due to in-house maintenance of spare parts
- 5** \$127,000 savings as a result of the cost control initiatives

\*All the replaced machines and spare parts are disposed of responsibly through scrapping or melting via a 3rd party contractor to avoid harmful impacts on the environment.

### ADOPTING VISUAL MANAGEMENT SYSTEM (VMS) AT ACT

In 2020, a new Visual Management System was adopted in all departments to make it easier for ACT to follow through their KPIs and projects that are going simultaneously and require a regular monitoring.

Through the VMS board, the progress on all KPIs, objectives and projects can be clearly shown and read, where all the important information is gathered in one place with colorful dial gauges.

This approach was extremely effective, pushing all departments towards taking more preventive actions and detecting any error in the process at its early stages, instead of fixing problems after they occur.

We will continue with this approach in 2021 with further enhancements on the system and replicating it on other departments where needed.



# Financial Performance

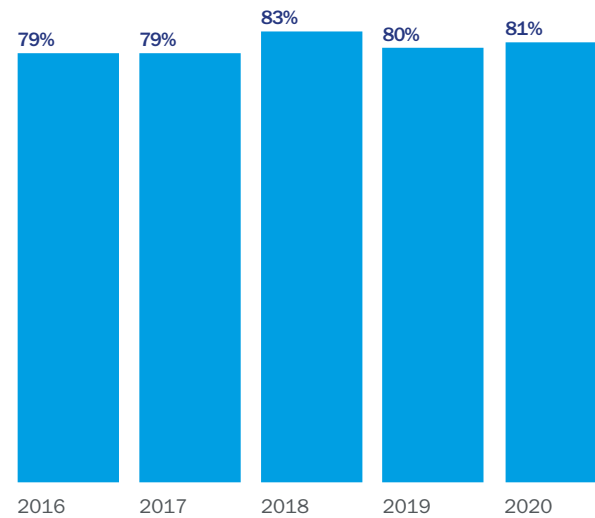
ACT is proud of its contributions to the economy and the well-being of the community, distributing the economic value it generates through wages, benefits, taxes, royalties, and payments to investors.

In 2020, ACT ended the year with revenues of JOD 112,052,516 and a Return on Invested Capital of 29.3%. Cost per container moved was reduced 6.28% over last year – thanks to our cost efficiency programs that resulted in a significant cost reduction at ACT. There was a contribution for the government through royalties and taxes with an amount of JOD 34,034,622 to help fund public sector programs, including education, health care and infrastructure.

## ACT'S CONTRIBUTION TO LOCAL PROCUREMENT

Due to the nature of our work and the industry we operate in, our value chain depends on a wide range of suppliers. In alignment with the Jordan National 2025 Vision, ACT gives preference to sourcing goods and services from the national market. Our tendering process complies with the company's strict governance and ethical processes. In 2020, 81% of our total procurement spending was awarded to locally based suppliers and contractors.

LOCAL PROCUREMENT (%)



## FINANCIAL OVERVIEW (JOD)

	2016	2017	2018	2019	2020
Revenues	97,950,000	92,440,000	100,154,000	98,158,458	112,052,516
Year-to-year variance	-12%	-6%	8%	-2%	+14%
Operating Costs	63,759,000	58,350,000	61,381,000	57,762,103	63,018,777
Year-to-year variance	-13%	-8%	6%	-6%	+9%
Royalties Paid	29,433,000	25,290,000	28,360,000	25,026,241	32,329,910
Taxes Paid	1,189,000	902,200	1,400,000	1,492,340	1,704,712
Cost Per Container Moved	157	146	154	150	141
Return on Invested Capital (%)	12.5%	12.6%	16%	19.4%	29.3%
Employee Wages and Benefits (JOD)	23,505,000	24,130,000	25,628,437	27,552,730	25,957,073

# Good Governance

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

## BUSINESS ETHICS AND COMPLIANCE

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

At ACT, business compliance is our watchword. In 2020, ACT participated in the annual Business Compliance Ambassadors (BCAs) summit held between 28-30 September. This year the summit was a virtual event using the MS Teams application. It included pre-recorded video interviews with executive leadership team and mainly focused on anti-corruption, foreign trade control, third party management and competition law. It was a valuable opportunity to network and share experiences with peers from the region, learning about the contemporary issues in corporate compliance and drawing inspiration from international best practices, especially in the high-risk regions.

We are also proud to have been among the official organizations participating in a global campaign to raise awareness against bribes and corruption during the UN Anti-corruption day on 9 December 2020.

Supporting our efforts in this realm, we have launched an e-learning training course that covers 7 major topics in corporate governance including: Anti-corruption, Compliance, Fraud awareness, Competition law and cyber security. This course was targeting 164 white collar employees with a total completion rate of 100% at the end of 2020.

## WHISTLEBLOWING AND GRIEVANCE MECHANISM

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

A number of cases were reported via our internal whistle-blower system and all have been closed.

164

White collar employees targeted through an e-learning training course





**BOARD OF DIRECTORS**

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

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

**H.E ENG. Nayef Al Bakheet**

Chairman - Representative of Aqaba Development Corporation (ADC)

**H.E Mahmoud Khalafat**

Representative of Aqaba Development Corporation (ADC)

**Mr. Rashad M. Toukan**

Representative of A.P Moller Finance S.A.

**H.E Bashar Abu Ruman**

Representative of Aqaba Development Corporation (ADC)

**Mr. David Skov**

Vice-Chairman/ Representative of A.P Moller Finance S.A.

**Mr. Frederik Klinke**

Representative of A.P Moller Finance S.A.

**Mr. Soren Kofed Jensen**

Representative of A.P Moller Finance S.A.

Mr. Soren Jensen took over from Mr. Soren S. Jokebsson

**SENIOR MANAGEMENT TEAM**

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

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

**Soren Kofoed Jensen**

Chief Executive Officer

**Khalil Abu Alhawa**

Chief Corporate Officer

**Feras Al Taweil**

Head of Health, Safety, Security and Environment

**Kamal Al Hraishat**

Chief Operation Officer

**Amit Yadav**

Chief Finance Officer\*

\*Amit Yadav , appointed in 2021. as the Chief Finance Officer

\*Soren Kofoed Jensen, appointed in 2021. as the Chief Executive Officer

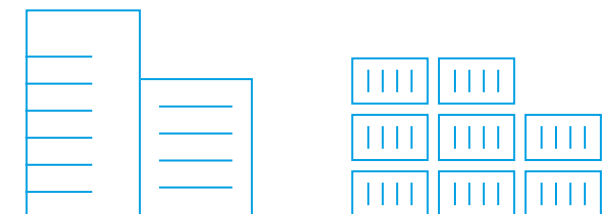
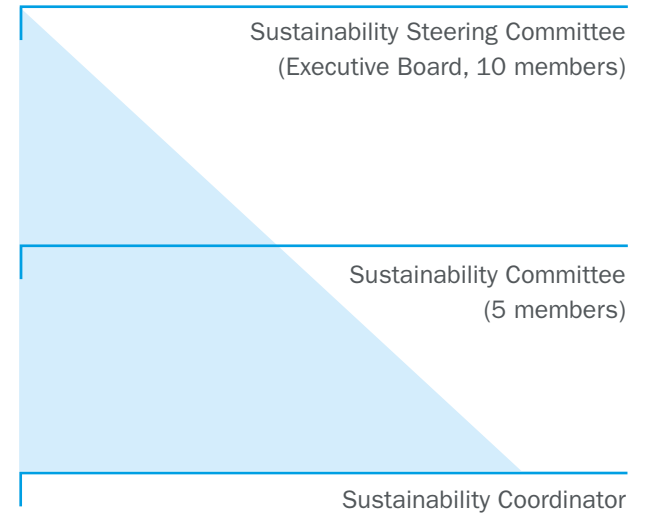
As part of the new organizational structure adopted in early 2020, the former Chief Operations Officer (COO) Mr. Horacio Briz resigned and Mr. Kamal Al Hraishat assumed the COO position afterwards. Moreover, Vincent Flamant, Chief Commercial Officer, completed his tenure with ACT on 31 July. Customer Service will report to the COO Kamal Alhraishat. This change will improve how we manage our landside Customers where we must strive to be more and more customer centric. Marketing and PR will report to the Chief Corporate Officer Khalil Abu Alhawa. This will help further strengthen our communication and relationships externally with Stakeholders and internally with Staff. Finally, Mr. Zia Rizvi the former Chief Finance Officer (CFO) resigned in 2020 and Mr. Amit Yadav took over in 2021. Mr Soren Kofoed Jensen replaced Mr. Steven Yoogalingam as the Chief Executive Officer in 2021.

**BOARD OF DIRECTORS**

	2016	2017	2018	2019	2020
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	3	2	2	3	4
> 50	4	5	5	4	3
Remuneration (JOD)	60,748	51,485	64,112	50,810	57,050

**SUSTAINABILITY GOVERNANCE**

Sustainability governance at ACT is integrated into every aspect of the business. The sustainability committee comprises of five employees from commercial, operations, human resources, finance and HSSE departments. The team is responsible for the monitoring and analysis of sustainability performance, producing ACT's annual sustainability report, and collaborating with other terminals for industry-wide sustainability initiatives such as the Global Safety Day. The Sustainability Steering Committee comprises of 10 members including the executive management team and sustainability committee members.







# Operating Responsibly

ACT's commitment to safety and excellence in its operations defines the way in which 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.

### RELATED SUSTAINABLE DEVELOPMENT GOALS:



# Health and Safety

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

Our Health and Safety (H&S) management system is aligned with the Jordanian legal requirements as well as APMT guidelines for workplace safety, and is based on the concept of safe people, safe systems and safe equipment.

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

We foster the H&S culture at ACT through engaging our employees in joint management-worker committees through which employees have proactive discussions on health and safety issues across the company and we listen to their suggestions on what can be done better. They are also involved in reporting safety observations that help stimulate proactive prevention of incidents and improve the overall safety in the workplace.

During 2020, we conducted more than 5 brainstorming sessions for H&S that included operators, technicians and safety team members. 32 safety issues were discussed and examined and 60% of the total workforce participated in these joint H&S committees, 10% higher than last year's attendance. Furthermore, 2,907 safety observations were reported through GIZMO, and a WhatsApp group was created to make the process of reporting and solving issues instant and easier for employees.

# 60%

of the total workforce participated in joint H&S committees

### THE FATAL 5 STANDARDS:

- Transportation**  
Safeguarding people and equipment in operations through a focus on hard barriers where possible.
- Suspended Loads and Lifting**  
Ensuring our equipment and work practices minimize exposure to personnel.
- Working at Heights**  
Ensuring controls have been implemented for the safe working at heights.

- Stored Energy**  
Identifying, isolating and controlling stored energy on site prior to people undertaking work activities.
- Contractor**  
Ensuring contractors are capable of undertaking activities in a safe and efficient manner.



**GIZMO INCIDENT REPORTING TOOL**

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

In 2020, ACT continued implementing APM Terminal's GIZMO system which was launched in 2018 for the staff to record safety observation. GIZMO is a comprehensive system that allows for incident reporting in a 'no-blame' context while focusing on taking actions. It classifies accident severity automatically based on certain questions and promotes a positive safety culture through its

user-friendly features and its stepped process.

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

As a result, more than 2,907 safety observations were recorded on GIZMO in 2020 by employees in different ACT departments. This helped to correct unsafe conditions or acts that could have led to accidents, damages or injuries.

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

**INSTALLING CONTROL SYSTEMS ON CRITICAL ASSETS**

In an effort to further enhance the safety and security at our facilities, we initiated a project to install access control systems on all STS and RTG electrical rooms to limit access to authorized personnel only and monitor the entry logs. This project is expected to be completed in the first quarter of 2021.



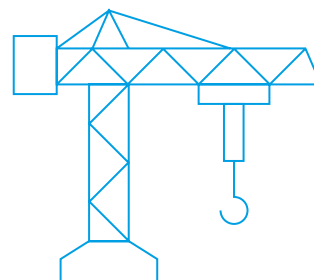
In 2020, we recorded a 2.6 Lost-time Injury Frequency Rate (LTIFR) which is 16% higher than last year. In fact, the number of lost-time injuries remained the same, however, the total number of working hours was reduced during the pandemic, resulting in an increase in the overall LTIFR. There was an impressive decrease in the number of near miss incidents with only 17 incidents this year, which is 89% lower than 2019. All our employees and contractors were trained on health and safety practices without fail.

Recognizing all these efforts, ACT won the 2020 Occupational Health and Safety Excellence Award for exceeding all health and safety standards. This recognizes our relentless efforts in instilling a positive health and safety behavior among ACT's employees and contractors.

We will be working on elevating the quality of our safety inductions for both employees and visitors in 2021, making them more interactive and illustrative.

**89%** 

decrease in near miss incidents from 2019

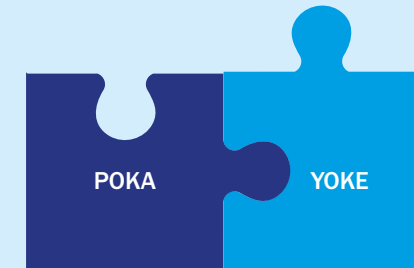


**LEAN MANAGEMENT FOR STREAMLINED PROCESSES**

Having Health and Safety as a top priority at ACT and based on our complete faith in Continuous Improvement and the importance of making systematic incremental changes into our techniques and methodologies, we adopted the 'Poka-Yoke' mechanism into our projects planning this year to yield more efficiency and eliminate errors in the process wherever possible.

Poka-Yoke is a Japanese term that means "Error Proofing" that is used in Lean Management thinking, helping to detect errors at their early stages and mitigate them by preventing, correcting, or drawing attention to human errors as they occur.

Following this approach returned on us with outstanding results in terms of reducing errors that could sometimes lead to serious incidents, especially when working with technical equipment at the terminal that needs high level of diligence and focus.

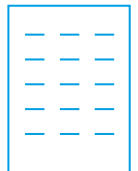
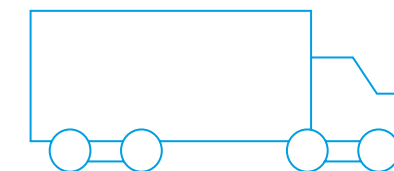


**SAFETY PERFORMANCE**

	2016	2017	2018	2019	2020
Lost Time Injuries Frequency Rate (Per Million Man Hours)	1.34	1.79	1.78	2.24	2.6
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)	9,610	10,420	9,463	7,262	8,140
Near Miss Incidents	143	39	305	157	17
Safety Observations Reported (Unsafe Acts and Unsafe Conditions)	5,681	7,133	5,951	3,239	2,907
External Safety Audits	3	1	1	1	0

**100%** 

of employees trained in Health and Safety Practices





**EMPLOYEES MEDICAL CHECKS**

ACT seeks to prevent inherent occupational health risks and requires all its employees to undergo periodic medical examinations. These examinations allow ACT to carefully monitor and manage any health risks. The goal of these checks is to determine whether an employee is fit to perform his/her job without risks. In 2020, 98% of employees underwent the examinations, including visual acuity, hearing assessments, lung efficiency, and blood pressure tests.

**EMERGENCY PREPAREDNESS AND RESPONSE DURING COVID-19**

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.

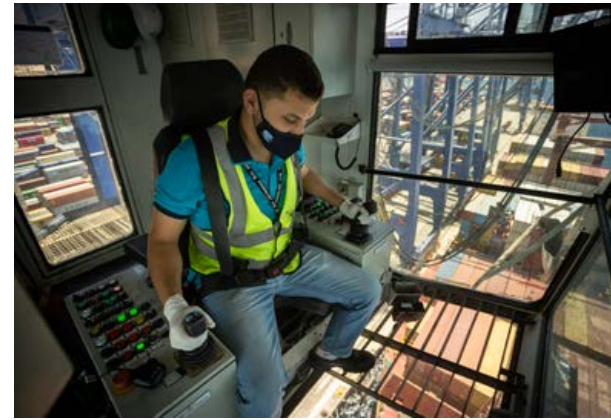
There was no better test than the Coronavirus pandemic to examine our emergency response system in a year like no other. Our critical role in supplying the Jordanian market with its needs from food and health products placed more responsibility on us to perform reliably and flawlessly in such a difficult time.

As soon as the pandemic began in the region in early 2020, we, at ACT, started putting precautionary measures and updating our Business Continuity

Plan (BCP) and Risk Register to include a section on COVID-19, along with issuing a safety guidance for COVID-19. We have also invested heavily in Personal Protective Equipment (PPE), Sanitizers and Face Masks to ensure business continuity as usual with uninterrupted flow of goods and supplies, while keeping our employees safe and healthy.

This pandemic was a new experience for everyone worldwide, thus, we took a proactive approach in dealing with whatever challenges we face, being agile and flexible in adopting to the fast-changing conditions and acting promptly as the situations requires. Despite of having 156 employees (14% of total workforce) infected throughout the year, we managed to keep the business running with an outstanding performance that surpassed previous years.

Maintaining the human touch and sympathy had the greatest influence on our employees' morale during the pandemic, which in turn grew the feeling of belonging to their company. We made sure to keep in touch with every employee, especially those who were infected to check on their health status and support them emotionally through follow-up calls from ACT's clinical team, top management and HSSE members. We had also sent our employees packages of supplements containing medication, vitamins and sanitizers to ensure they are covered with whatever they need to stay in good health.



**HIGHLIGHTS:**

**857,283**  
TEUs were handled during COVID

**100**  
Safety violation tickets were issued

**327,351**  
Trucks were served

**48**  
Emergency Response Drills were conducted

**1,400**  
Employees were tested

**JOD5,000**  
Invested in public awareness

**3**  
Sterilization Gates were installed

**6-months**  
Stock of PPE in advance



**FOCUS AREA**

**Workers at the workplace**

**SOLUTIONS**

Reduce the number of employees at the workplace to the minimum, in such a way that does not affect the workflow and keeps the operations running smoothly:

1. Developing rotating shifts and split employees into groups for day and night shifts to keep the operations going 24/7 while reducing the number of employees in the single shift.
2. Set up remote work for some employees.

**Preventing the spread of COVID-19**

Numerous strict measures were taken at ACT to limit the spread of the disease between employees and contractors:

1. Set resources of PPE for 6 months in advance. All required PPE was made available for all employees (Face masks, Gloves, Foggers, Hand Sanitizers, Disinfection solutions, Disinfections gates)
2. Random testing in early 2020, reaching to 117 tests a day in the peak of the pandemic in November.
3. Signing agreement with private laboratory to avoid depending on one testing body and to speed up the testing process.
4. Rigorous tracing of close contacts and even family members to hinder the transmission of the virus and to break any potential chains at its early stages.
5. Immediate sanitization for workspaces whenever a positive case was detected.
6. Consistent and clear communication with team members on a daily basis through safety talks and meetings to ensure compliance and alignment.
7. Issuing paperless invoices to maintain social distancing, especially at the gates where there is a huge interaction between employees and external drivers
8. Installing three automatic walk-through sterilization gates, where 2 of them were designed internally by our Engineering department. One was located at the admin building, the second at the quay side to serve lashers and Vessels' employees, and the third at the main in-out area of the terminal.



**Capacity limitation**

Increase the capacity to be able to absorb the tremendous volumes received at the terminal.

**Operating smoothly and efficiently**

High level of coordination with local authorities, Aqaba Health Directorate, and our partners from suppliers and logistics companies to stay up-to-date and ensure cooperation for smooth operations across the supply chain.

**Awareness**

People's awareness plays a critical role in alleviating the negative impacts of any disaster. Therefore, we placed high emphasis on raising awareness among our employees and the public on the best practices to be followed, through:

1. Issuing safety violation tickets for non-compliant practices that conflict with the announced protocols for Covid-19.
2. Awareness Campaigns for public in Aqaba city through investing JOD5,000 in posters and banners.
3. Awareness campaign internally for our employees shared through TV screens, WhatsApp messages, Desktop backgrounds and screen savers.



**THE KING'S VISIT TO ACT**

During the pandemic, His Majesty King Abdullah II made a visit to ACT, accompanied by H.R.H Crown Prince Al Hussein bin Abdullah II to ensure that the shipping movement is smooth and the goods of food and medicine can reach all governorates with no disruptions in these tough times. His Majesty also emphasized on the importance of adhering to public health and safety precautions to limit the spread of the disease.

This visit confirms ACT's pivotal role in Jordan as the primary gateway and the main support during challenging times.



# Environmental Performance

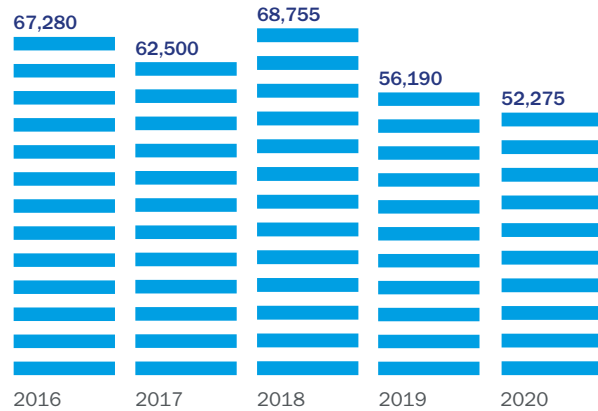
Environmental management enables ACT to optimize its environmental footprint by conducting higher levels of activity with a lower environmental impact. It also creates significant value for ACT by reducing the consumption of energy and resources as well as reducing the cost of waste management.

ACT recognizes the important role it plays in Jordan and its ability to positively influence the environmental behaviors of its customers, suppliers, contractors, partners and local community.

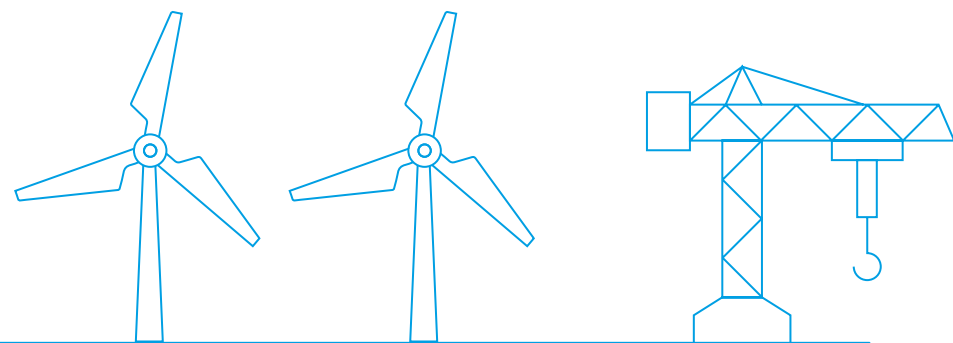
The protection of the environment is embedded into ACT operations and careful attention is given to GHG emissions, energy efficiency, water consumption, waste management and oil spill prevention. For the past three years, ACT has dedicated more than JOD 177,220 in such environmental protection initiatives.

In 2020, more than 350 employees from different departments, contractors and suppliers attended environmental awareness sessions and drills, higher with 40% than last year.

ENVIRONMENTAL EXPENDITURE (JOD)



**350**   
attended environmental awareness sessions



## GO GREEN

ACT is heavily involved in the “Go Green” campaigns. Lead by 5 of the largest ports and terminal operators in the world, the “Go Green Global” initiative was the first ever joint industry environmental awareness program of such magnitude. Over the years, ACT has steadily demonstrated its endless concern for the marine ecosystem of Aqaba.

Because of the pandemic this year, most of the activities that were related to the “Go Green” campaign were cancelled due to the regular lockdowns imposed and in accordance with the defense orders and regulations in Jordan. However, we managed to run an internal beach cleaning campaign in cooperation with Clean Star Company to clean the northern part of ACT’s beach, that is considered a place for accumulating offshore waste. 750 Kgs of plastic waste were collected in biodegradable bags and sent to the local garbage drop-off facility. This campaign was conducted with full adherence to social distancing and wearing of masks.



## ENVIRONMENTAL COMPLIANCE

In compliance with our commitment to act as an environmentally friendly entity, ACT is certified with ISO 14001:2015 and is working towards getting certified with PERS (the Port Environmental Review System) in 2021. Additionally, we are planning to get our ISPS (International Ship and Port Facility Security) code renewed by the end of the 3rd quarter of next year.

## ENERGY MANAGEMENT

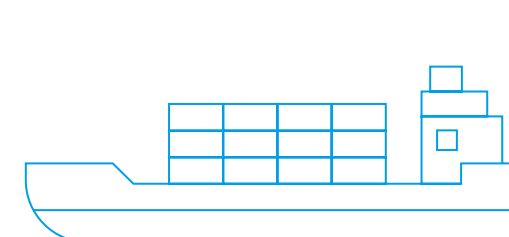
Given that ACT’s operations are inherently energy intensive, the company is committed to continuously improve its energy efficiency. Reducing ACT’s energy consumption not only makes good business sense by reducing costs, but it also helps minimize ACT’s environmental footprint.


In a country like Jordan where resources are scarce, effective energy management is about operating responsibly. Electricity drawn from the Aqaba municipality is used to power some of ACT’s machinery as well as the terminal lighting system, whereas diesel is typically used for ACT’s fleet of vehicles and some handling equipment.

2020 witnessed an optimized consumption in energy in general, maintaining the energy intensity steady as last year, while decreasing electricity and fuel intensities with 0.1% and 3%, respectively. This is considered an impressive achievement in a challenging year for ACT, where we received the largest volumes ever with massive pressure to operate as normal and sustaining our environmental performance within the standards.

## ENERGY PERFORMANCE

	2016	2017	2018	2019	2020
Electricity (kWh)	15,290,040	12,330,824	12,752,223	11,861,090	12,570,330
Electricity intensity (kWh per TEU)	19.3	15.5	15.6	14.8	14.7
Total fuel consumption (litres)	4,275,200	3,956,262	3,631,857	3,070,618	3,193,943
Fuel intensity (litres per TEU)	5.4	5.4	4.4	3.8	3.7
Total Energy consumption (GJ)	220,494.38	197,498.31	186,460.87	161,533	168,858.78
Energy intensity (GJ/TEU)	0.28	0.25	0.23	0.20	0.20



**3%**   
decrease in fuel intensities



[GRI 102-48]

### INSTALLING SOLAR SYSTEMS FOR ELECTRICITY SUPPLY

As part of ongoing solar projects to convert from normal energy to the renewable energy, ACT has completed the construction of the solar projects phase 1&2.

Phase one construction completed with installation of 50KW system and state of the art solar power generation technology that produces approximately 320 kWh/day and covering 23 parking spaces.


Phase two construction has been completed and features 25 new shaded parking spaces with a solar capacity of 93 kilowatt (KW). And produce 465kwh/day.

Nearly 340 solar PV panels have been laid across the car parking, providing a good level in customer and employee comfort through protection of their cars against sunshine, especially in the hotter summer months.

The solar shaded car parking will be generating a clean, renewable energy for ACT to use. Expected annual generation from the completed phases 1 & 2 is more than 257,000kwh/year. with return on investment period of 2.4 years.

Furthermore, another solar system project launched on gantry carne, aiming to install a 32 KW solar system (79 panels) on STS04, the system been evaluated and the results were excellent with return on investment period of 2.6 years.

These projects and coming solar projects will play a role in controlling and improving the electricity cost, in addition to that it will contribute to enhancing the efficiency of using the natural resources and reducing the carbon footprint.

**257,000kwh**  
**/year** 

expected annual generation from completed phases 1 & 2



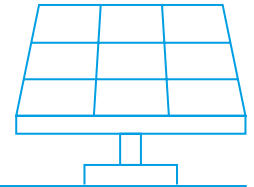
### CLIMATE CHANGE AND GHG EMISSIONS

ACT is aware of the role Greenhouse Gas (GHG) emissions play in climate change. Therefore, ACT reviews its emissions and assesses possible mitigation measures on a yearly basis to manage emissions at all operational levels, within and beyond the national targets.

Building on the positive outcome of last year, ACT was again able to reduce its GHG emissions intensity by 3%. Despite the slight increase in the GHG emissions from fuel consumption this year, our emissions from electricity reduced by 10%. We were also able to save a total of 447,000 liters of Diesel as part of our relentless efforts in reducing fuel consumption in our equipment and fleet, which is directly correlated to the overall GHG emissions.

**10%** 

reduction in emissions from electricity



### GHG EMISSIONS

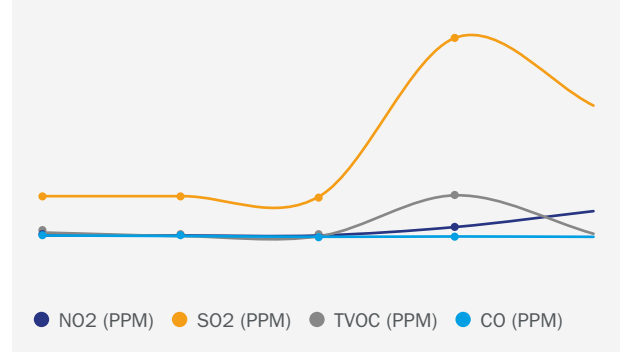
	2016	2017	2018	2019	2020
Total Greenhouse Gas Emitted from Fuel Consumption (CO <sub>2</sub> tonnes eq.)	11,321	10,476	9,617	8,131	8,458
Greenhouse gas emissions from electricity consumption (Metric Tonnes of CO <sub>2</sub> e)*	3.60	3.33	3.00	2.97	2.64
Total Greenhouse Gas Emissions Intensity (per 1,000 TEU)	14.25	13.16	11.78	10.19	9.87

\*Restated to show in decimal point format

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 2020, 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 TVOC and CO emissions which decreased 94% and 74%, respectively.

### AIR EMISSIONS



### AIR EMISSIONS

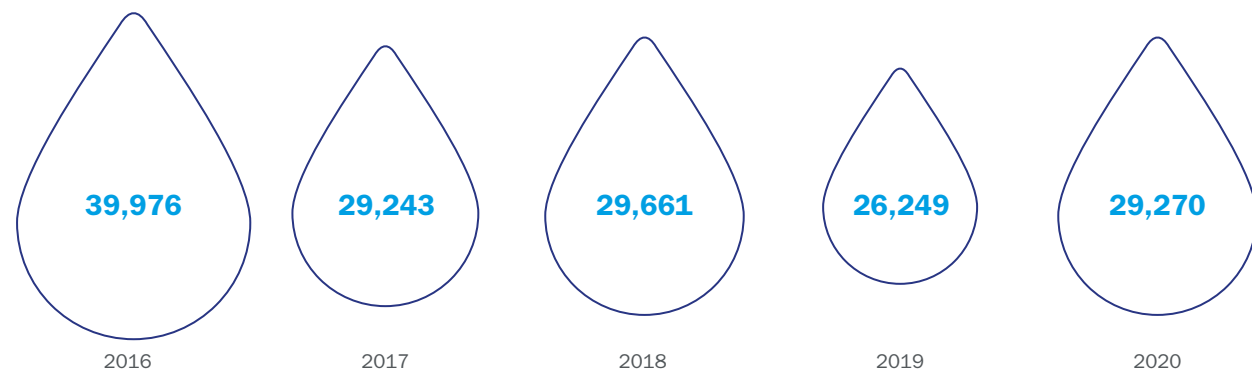
	2016	2017	2018	2019	2020
NO2 (PPM)	0.02	0.02	0.02	22.06	62.67
SO2 (PPM)	100.00	100.00	100.00	501.67	329.00
TVOC (PPM)	9.28	0.31	0.19	104.38	6.36
CO (PPM)	3.06	1.96	0.27	0.96	0.25

### WATER MANAGEMENT

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

to further improve its water consumption intensity compared to previous years. In 2020, water intensity increased to 34 m3 per 1,000 TEU due to leaking pipes that were broken as a result of the air storm that hit Aqaba in early 2020. All corrective measures were taken promptly after detecting the problem to replace the leaking pipes and limit the loss of subsequent volumes.

### WATER CONSUMPTION (m3)



### WATER CONSUMPTION

	2016	2017	2018	2019	2020
Water Intensity (m3 per 1,000 TEU)	58.2	36.7	36.3	32.9*	34.1
Water Consumption (m3)	39,976	29,243	29,661	26,249	29,270

\*Restated to show in decimal point format

### 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.

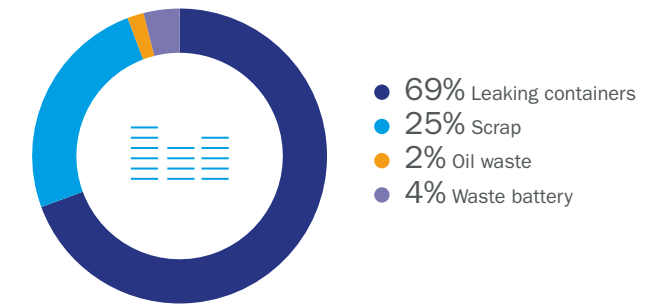
We sustained our great efforts in the 'Waste Segregation' initiative in its 2nd year in a row, as part of our Waste Management Action plan to reduce the environmental impacts of industrial production at ACT, while also contributing to the community and local economy.

Type of Waste	Per month
Organic Waste	3 times a week
Cartons & Papers	Every month
Hazardous	Every year

In 2020, ACT recycled 34% of its waste generated. The recycling program drove more than of JOD 27,976 of revenues this year. For instance, handling the waste of leaking containers in a responsible and safe manner helped ACT save JOD 19,407. Additionally, transforming scrap, oil waste and waste battery into consumable products generated JOD 8,569 in revenue.

On the other hand, the overall waste generation slightly increased in 2020, and the main reason behind this was the several maintenance projects conducted throughout the year, besides implementing the 5S project at ACT that all generated higher volumes of waste in all its forms.

### TOTAL REVENUE (JOD) FROM WASTE MANAGEMENT - 2020



### WASTE MANAGEMENT PLAN

WASTE GENERATED:	APPROACH
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.

### WASTE MANAGEMENT

	2016	2017	2018	2019	2020
Total Waste Generated (kg)	361,000	297,565	258,995	268,877	276,098
Waste Recycled (%)	14	18	28	33	34
Solid Waste - Wood, Plastic and Others (kg)	219,000	175,841	137,926	126,286	126,666
Recycling - Paper and Cardboards (kg)	52,000	53,380	72,573	87,719	93,035
Landfill - Organic Waste (kg)	90,000	68,344	48,496	54,872	56,397





**OIL SPILLS PREVENTION**

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

As part of ACT's environmental drill plan, leakage prevention, control and response procedures are required to be implemented and regularly tested for all of the terminal's facilities and operations. Throughout 2020, ACT conducted 10 scheduled drills to test ACT's response procedure, the available response equipment, and the capabilities of ACT's response team. These drills' aims and objectives are to provide the means to assist all staff to understand the risks of the leaking containers pollution in the port and to understand the duties and actions required to be carried out in such incidents.

In addition, our initiative to reduce the consumption of oil and filters, that started in 2019, had a massive contribution in minimizing the amount of drained oil, associated with a yearly reduction of JOD6,000 in the overall running and maintenance cost of terminal trucks.

The number of oil spills reached 41 this year. We took this as a serious concern at ACT and traced it back to its root causes to find that using low-quality hoses was the main problem, and this was due to shortage in the availability of spare parts with higher quality during the pandemic.

We immediately took counteractive measures to solve the problem and limit the spillage. And as a learning experience, we initiated a new training on the best practices to follow using problem solving techniques to further enhance the handling of such incidents in the future.

**10** 

drills scheduled to test ACT's response procedure

**OIL SPILLS**

	2016	2017	2018	2019	2020
Total Number of Oil Spills	24	19	18	21	41
Total Volume of Spills (liters)	991	357	765	376	648

**ENVIRONMENTAL AWARENESS**

Through training and knowledge sharing, ACT strives to build a culture that focuses on environmental protection and seeks to promote environmental awareness among its people, their families and the community at large. In 2020, 350 employees attended awareness sessions about the EMS system "ISO 14001" and effectively participated in Environmental Steering Committee Activities with the HSSE Department.

On another note, we make sure to deal with contractors and suppliers who are compliant with environmental and social regulations. This year, 100% of ACT's contractors and suppliers were screened against our environmental standards.





## Working Together, Sharing Together

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

RELATED SUSTAINABLE DEVELOPMENT GOALS:



## Our Workforce

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

ACT aims to attract and retain passionate and talented individuals that aid in its success. We are one of the major employers in Aqaba, contributing to the local economy and social development with a total workforce of 979 employees and a nationalization rate of 99.9%.

There is a recent decline in the total number of employees due to the early retirement program. Where this serves as an opportunity for other employees to develop and grow in their positions through promoting from within, it also inspires the management to review ACT's organizational structure and create further opportunities for growth and expansion.

The pandemic of COVID-19 was a testament to how ACT cherishes its people and ultimately cares about them, taking whatever action needed to keep them safe and healthy. As a first step, we have implemented the remote-work scheme across all ACT functions, wherever possible, as well as giving the female employees the priority to stay home with their kids.

On the operational side, where commuting to work was a must, we minimized working hours to the minimum, as per the local regulations, by applying rotating shifts to keep the operations running with no interruption. Furthermore, social distancing was strictly implemented in all the transportation systems to and from the terminal, as well as at all the operating locations where required PPE was provided for the frontline employees who were in direct contact with truckers and vessels' crew. A special sterilization project was also initiated by installing three automatic walk-through gates to provide extra hygiene precautions.

WORKFORCE PROFILE (NOT INCLUDING SUBCONTRACTORS)

	2016	2017	2018	2019	2020
Total Workforce	1,064	1,075	1,049	998	979
<b>Workforce by Employment Level:</b>					
Senior Management	7	6	6	4	4
Middle Management	25	26	26	26	29
Staff	1,032	1,043	1,017	968	946
<b>Workforce by Age Group:</b>					
18-30	334	315	279	254	218
31-40	381	388	400	401	394
41-50	285	276	268	256	268
51-60	64	96	102*	87	99
<b>Workforce by Gender:</b>					
Female	18	20	20	20	20
Male	1,046	1,055	1,029	978	959
<b>Nationalization of Workforce</b>					
Jordanian Rate	99.50%	99.63%	99.43%	99.80%	99.90%

\*Restated due to human error



[GRI 102-48]

## DIVERSITY, INCLUSION AND EQUAL OPPORTUNITY

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

As an equal-opportunity employer, we have a zero-tolerance policy towards any form of discrimination. Our recruitment process includes clear procedures that allow us to select the best candidates for any opening. In 2020, 5 managerial positions were filled from within, opening the door in front of many of ACT employees to thrive and advance in their career.

### FEMALE EMPLOYMENT

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

In 2020, female employment accounted for 2% of the total workforce and occupied 14% of middle management positions. For three years in a row, no female employee left the terminal and the turnover rate was zero.

**14%** 

of middle management positions are female

### PARENTAL LEAVE AND RETURN TO WORK

It is important to balance careers with parental responsibilities. Therefore, ACT encourages its employees to take parental leave. In 2020, we made our female employees stay at home with their kids, especially during the peaks of the pandemic.

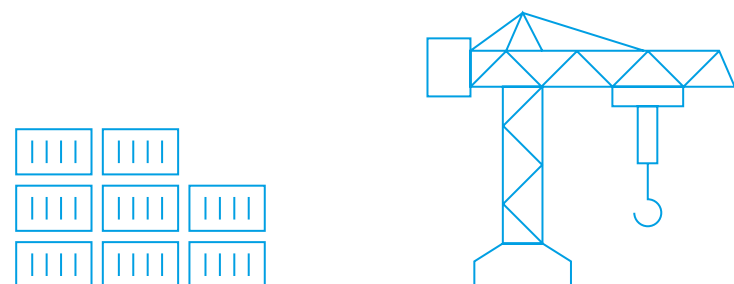
### FEMALE EMPLOYMENT RATE



### FEMALE EMPLOYMENT

	2016	2017	2018	2019	2020
Female Employment Rate	1.69%*	1.86%	1.91%	2%	2%
Females in Middle Management	8%	12%	15%	15%*	14%
Female New Hires	0	2	0	0	0
Female Employees Who Left the Terminal	0	0	0	0	0

\*Restated due to human error



## EMPLOYER OF CHOICE

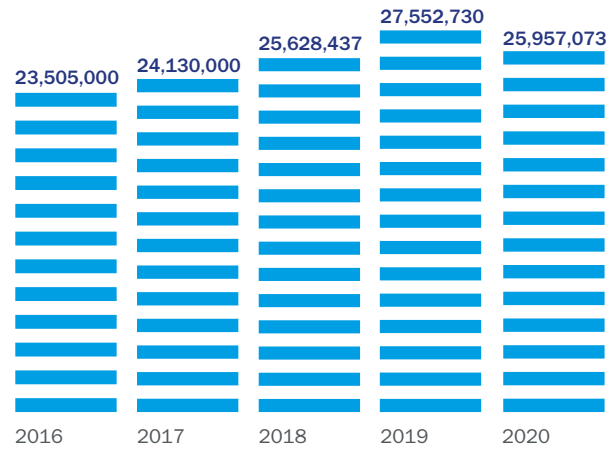
ACT is deemed an employer of choice in Jordan. We offer our employees competitive compensation and benefits, and reward performance via different incentive systems.

### COMPENSATION AND BENEFITS

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



**EMPLOYEE WAGES AND BENEFITS**



**EMPLOYEE ENGAGEMENT AND SATISFACTION**

ACT always strives to make its employees feel valued and respected by engaging with them regularly via performance evaluation sessions and personal development plans, besides listening to their opinions and feedback through the annual employees' satisfaction surveys. We always encourage our employees to provide honest feedback as the survey results are being considered extensively in the action plans and strategies of the management team at ACT.

This year, we have conducted two satisfaction surveys to keep our employees engaged throughout the year. The average score of these surveys was 3.65.

**EMPLOYEE ENGAGEMENT AND SATISFACTION**

	2016	2017	2018	2019	2020
Employee Engagement and Satisfaction Score (0-5 scale)	3.9	3.82	N/A	4.08	3.65

**POETRY AND CULTURAL EVENING AT ACT**

In February 2020, ACT held a cultural evening that included a competition with valuable prizes for the winners, along with a poetry session featuring some of the talented employees and their kids:

1. Wael Makahleh (Writer)
2. Ibrahim Younis Al-Batush (Poet)
3. Ghaleb Al-Shawaheen (Poet)
4. The young poet Jumana - the daughter of one of ACT's employees.

This was the first event of its kind held at ACT, and we will work to make such cultural events recurring every year, in line with our endeavors to encourage talents and revive the heritage and cultural aspects of our employees.



**EMPLOYEES' KIDS VISIT TO ACT**

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

Starting 2016, this event used to be carried out twice a year, once during the mid-year vacation and once during the summer vacation. For this year, we were able to do it once only during the winter vacation in January before the outbreak of COVID-19.

43 kids between 6-16 years old, accompanied with their parents, visited various facilities at the port and learned about the operations held at the terminal. The tour started at the administration building, where vests and ID cards were specially designed for them to live the whole experience, they been welcomed by the administrative staff. The tour started with a visit to the administration building, where kids were welcomed by the CEO and the administrative staff. Special vests and ID cards were designed for them in an effort to allow them to live the whole experience.

Afterwards, the kids visited the HSSE building and were introduced to basic safety measures. They also passed by the clinic, and the fire and ambulance cars to understand what the HSSE is doing. The visit was concluded with a tour covering various port facilities such as the operations and engineering facility, where

they watched the equipment being used in port operations and learned about the great efforts required to operate the large equipment.



**EMPLOYEE ATTRACTION AND RETENTION**

Our employees are at the core of our business and we firmly believe that successful businesses require motivated and satisfied workforce. We take pride in our stable work environment, best reflected in our low turnover rate. In 2020, turnover rate stood only at 2%; a remarkable drop than last year where it was 5%.

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. Each employee has their customized individual performance management plan, that addresses any skills gap with clear objectives that support ACT's corporate goals. In 2020, 100% of our employees received periodic performance reviews and personal development plans.

**NEW HIRES AND TURNOVER**

	2016	2017	2018	2019	2020
Total number of new employees who joined the organization	8	35	0	0	0
Total number of employees who left the organization	59	24	26	51	21
Workforce Turnover rate (%)	5%	5%	2%	5%	2%



## TRAINING AND DEVELOPMENT

ACT seeks to create a nurturing culture for its employees, where continuous learning and development are the key to success on the professional and personal levels.

Although the remote working conditions and the pressure our employees were experiencing at the terminal caused the training hours per employee to decline to 2.24 hours/employee this year, we exposed employees to other aspects of training such as the job rotation program, which was implemented with more emphasis this year to better utilize our workforce, giving them a breadth of knowledge and enhancing their skills in different functions.

As a result, 7 employees occupied different roles than their original jobs, and 16 operators gained additional skills that will enable them to operate new equipment. All of this enhanced the resource management and skills diversity among the workforce at ACT.

In the area of exchanging knowledge and developing skills, 3 of our expert employees were sent on a short-term assignment to Morocco to provide their support

to other terminals and also acquire new skills and experiences. Additionally, ACT participated in supporting Durban Container Terminal through assigning a team for a 3-months period to provide technical support in operations and efficient planning. Being part of a team of 15 members from Morocco, Egypt, Denmark, Holland and China was definitely a great opportunity for our employees to learn and show their competency.

Through 'Train the Trainers' program, we were able to conduct in-house trainings and transfer the technical knowledge between employees to address the gaps in skills within the workforce.

As part of our continuous support to local talents, 5 scholarships were granted to our employees' kids to pursue their education and get higher degrees. Whereas 4 graduates were enrolled in a 1-year training program across the different departments at ACT, in addition to offering 26 students from various disciplines and backgrounds with on-the-job training to enrich their learning experience.



### TRAINING

	2016	2017	2018	2019	2020
Total Number of Training Hours for All Employees	14,248	15,213	16,811	8,986	2,193
Total Cost of Training (JOD)	4,534	113,355	37,750	36,855	6,000
Total Average Number of Training Hours for Each Employees	13.00	14.00	16.00	8.99	2.24
Average Cost of Training Per Employee (JOD)	4.00	105.00	19.30	36.92	6.13

### PROBLEM SOLVING TRAINING

"Problem solving" is a critical skill and thought process that enables us to achieve our objectives in the best interests of the Company by addressing the problem's root cause and applying effective sustainable solutions. It is a component of Lean Management, that is being rolled out globally across APM Terminals and ACT is proud to be part of this global initiative.

49

Employees from different departments and positions attended the problem solving workshops

In 2020, ACT rolled out the second phase of the initiative which involved conducting three problem solving workshops were conducted in the first quarter with an attendance of 49 employees from different departments and positions. Further workshops were put on hold due to the pandemic until further notice.





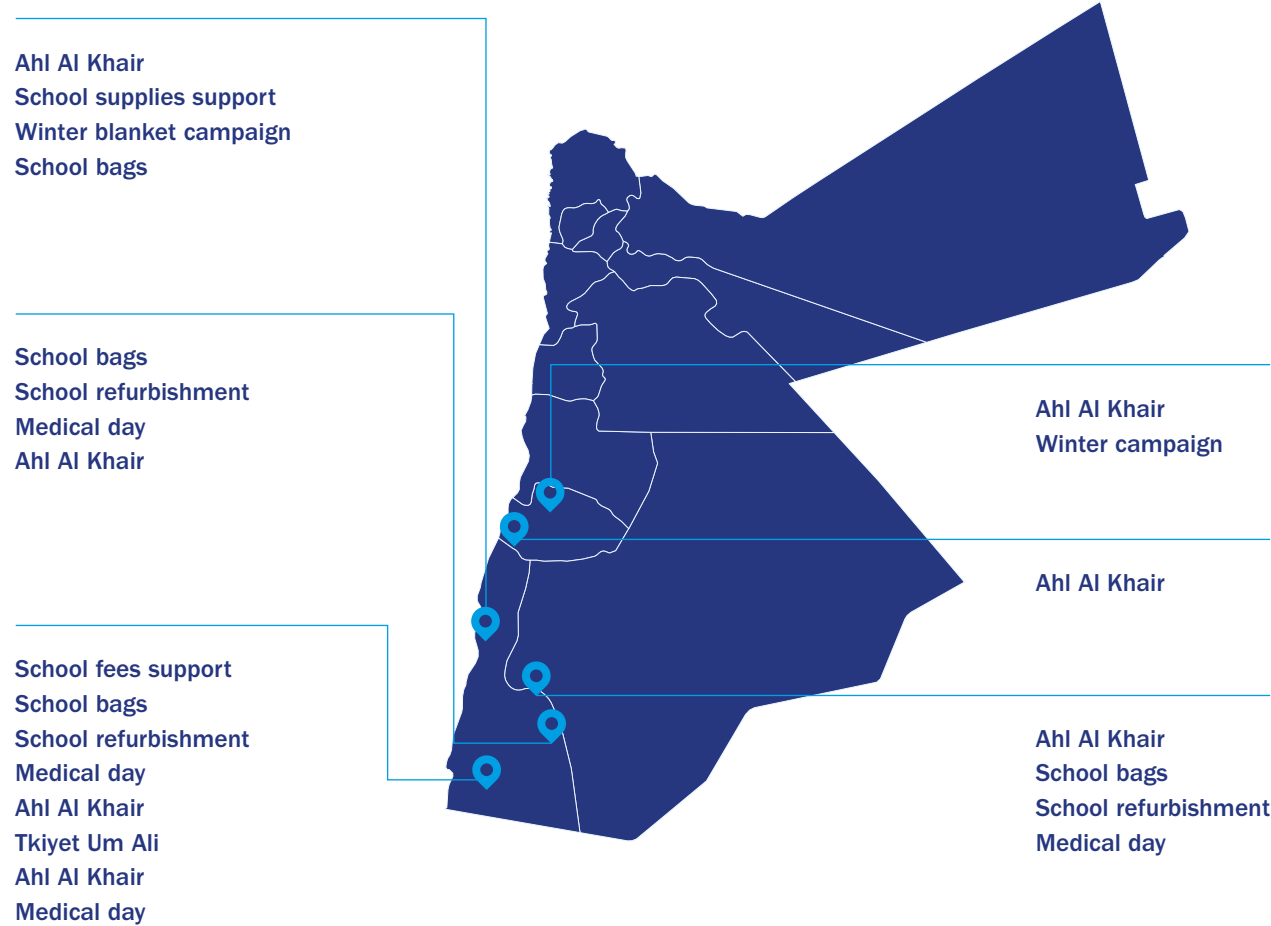
# ACT's Social Impact

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

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

ACT's broad portfolio of community investments directly support a number of UN SDGs and continues to advance the achievement of the Jordan National Vision 2025. Our approach focuses on education, healthcare, caring for the environment, donations, sponsorships, and community engagement. ACT's CSR Committee, that consists of 12 members from different departments, sets the guidance and direction for CSR activities, while overseeing the policies and monitoring the effectiveness of the company's social, environmental and community CSR projects.

## ACT'S GEOGRAPHIC SOCIAL IMPACT BETWEEN 2016-2020





**ACT'S SUPPORT FOR NEIGHBOURING DISTRICTS (2016-2020)**

ACT aims to have an important and lasting positive impact on its surrounding communities, thus partnering 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.

Over the last five years, ACT contributed JOD 477,033 towards community programs. In 2020, ACT contributed JOD 64,322 towards its CSR initiatives and projects, representing 0.21% of pre-tax profits, a 0.15% decrease from the previous year's contribution.

Within the frame of our CSR initiatives, we have provided some NGOs in Jordan with discounted rates for their shipments by exempting them from any incurring storage charges, as a strong emphasis on our social responsibility and the ongoing support ACT provides for local NGOs. The total amount of discounts amounted JOD 53,770 granted for a total of 29 containers by the end of 2020.

Volunteerism is a critical aspect of ACT's mission in supporting the local community. ACT engages its employees in volunteering activities to deliver a wider, deeper impact. In 2020, ACT logged 4,446 community service man-hours by 143 volunteers. Every year, ACT arranges more activities with a higher record of volunteering hours and CSR projects. However, due to the pandemic this year and in compliance with the social distancing regulations, we decided to postpone all the events and activities that were planned after March 2020 to protect our employees and their families, until we transcend this global pandemic safely.

**143** 

volunteer participants

**10** 

CSR projects

**4,446** 

man-hours of volunteering

**318** 

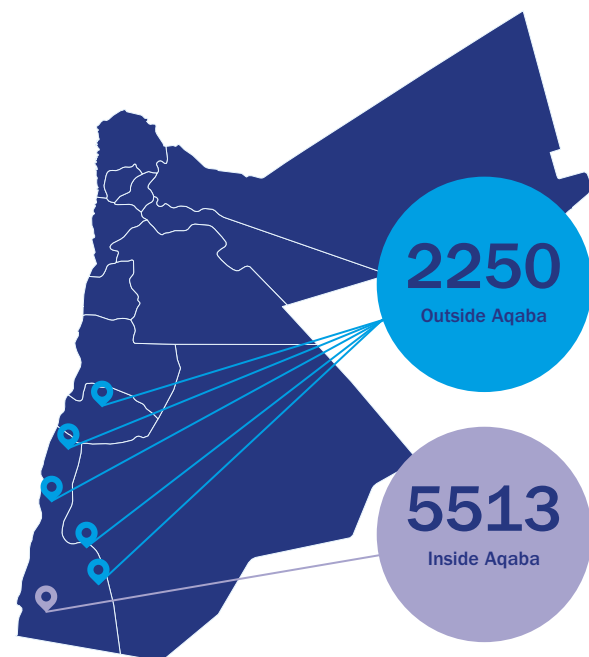
days of volunteering

**JOD 64,322** 

community investments

**7,763** 

beneficiaries



**COMMUNITY INVESTMENTS**

	2015	2016	2017	2018	2019	2020
Community Investments as Percentage Pre-Tax Profits (%)	0.800%	0.620%	0.424%	0.565%	0.354%	0.208%
Community Investments (JOD)	150,000	110,000	100,000	122,341	80,370	64,322

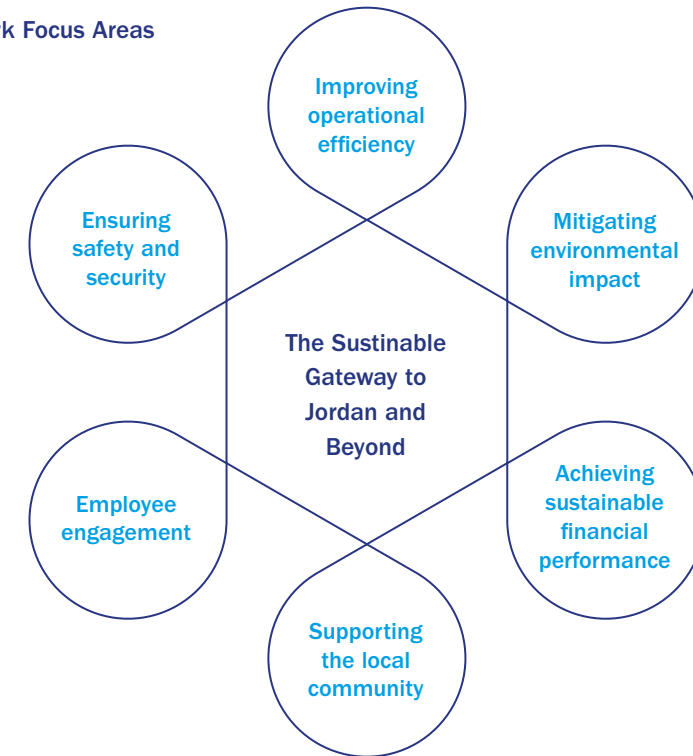
**ACT'S STRATEGIC COMMUNITY INVESTMENTS**

ACT's CSR strategy focuses on three areas with the aim to have a greater impact: education, well-being and environment. Our CSR activities are directly linked to our business case.

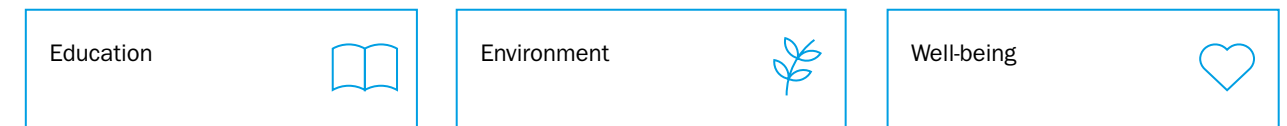
ACT is heavily involved in the community, listening to the locals, non-profit partners and employees. Our community activities are monitored, and the results of the initiatives are measured. This allows us to set future plans on how to further improve our CSR programs and ensure a wider outreach.

**CSR STRATEGY:**

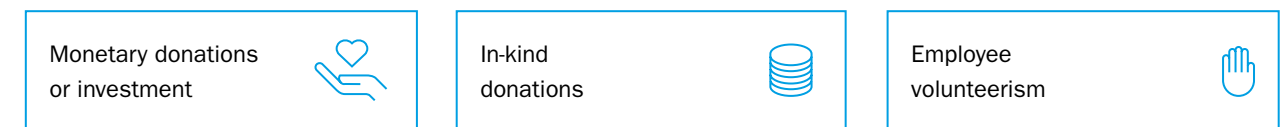
**Sustainability Framework Focus Areas**



**Community Development Focus Areas**

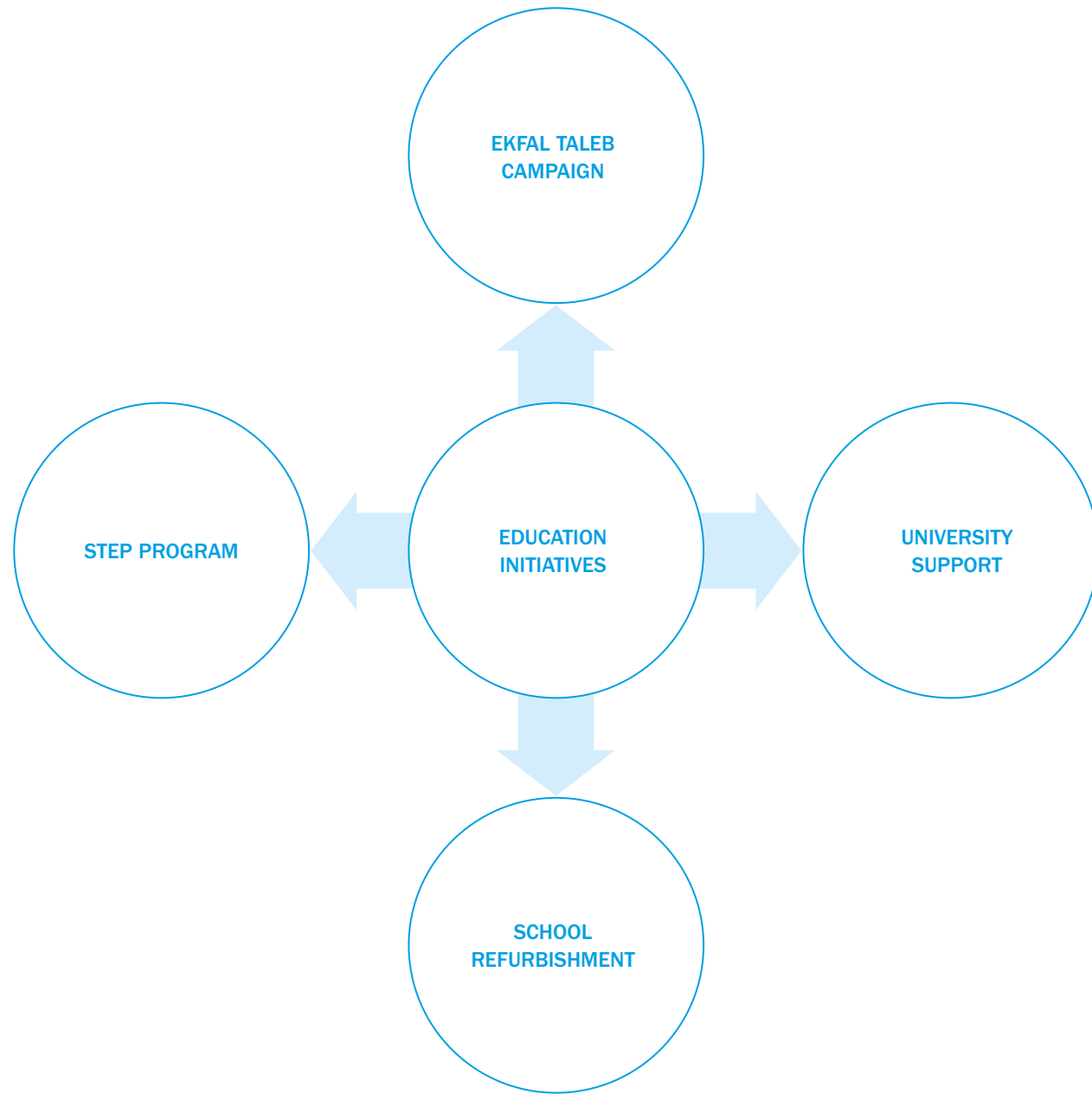


**Means of Delivery**



## 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.



### 'STEP' INITIATIVE FOR SCHOOLS' DEVELOPMENT IN AQABA

In an effort to support and expand the horizons of our strategic Corporate Social Responsibility (CSR) and contribute to the community welfare, we launched our 'STEP' initiative to improve the quality of education in Aqaba schools through enhancing the learning environment.

ACT coordinated with the Education Directorate of Aqaba Governorate to establish Kindergarten classes in some schools, in light of the Kingdom's direction towards introducing Kindergarten level in public schools. Through this initiative, ACT equipped 8 new Kindergarten classes (4 in Aqaba and 4 outside Aqaba), with a complete transformation that included repainting work along with installing equipment, furniture and ceiling fans.

Furthermore, we partnered with 'Helping Hand for Relief and Development (HHRD)' NGO to support schools in Aqaba and the neighbourhood and ensure our children have access to quality education. We have distributed a total of 300 school bags with its stationery with an average cost of JOD35/student.

We will continue with our 'STEP' initiative in the future to support education at Jordan, as an extension of our previous two education-related initiatives: 'Student Sponsorship' that was concerned in school bags supplies, and the other 'School Maintenance' initiative that was mainly about conducting repairs and maintenance for local schools.





### 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.



#### AHL AL KHAIR

We partnered with HHRD NGO this year through our well-known campaign "Ahl Al Khair" to distribute food packages to underprivileged families in Aqaba governorate and the surrounding areas. A total of 605 food parcels were distributed during the campaign, where 200 of these parcels were a direct donation from HHRD NGO.

Distributing food parcels is an annual good act during the month of Ramadan besides other several social responsibility initiatives carried out throughout the year, such as: supporting and adopting schools, and carrying out free medical days in some areas.



# 605

Food packages



# 19

Volunteer participants



# 856

Man-hours volunteering



### STRATEGIC PARTNERSHIPS FOR SOCIAL DEVELOPMENT

ACT signed two partnership agreements with prominent non-governmental charity organizations to expand the reach of its support to those in need.

We have renewed our collaboration with Tkiyet Um Ali (TUA) for the third year in a row to provide food parcels to families in need in the surrounding villages of Aqaba. 356 food parcels were distributed during the pandemic inside and outside Aqaba. ACT will double its support to TUA in further campaigns to extend its outreach and support more Jordanian families.

ACT also renewed its partnership with Helping Hand for Relief and Development (HHRD) for the fifth consecutive year. HHRD and ACT developed a strong cooperation in ACT's campaign 'STEP'. HHRD also collaborated extensively with us in Ahl Al Khair initiative, providing food packages to the families in need prior to the beginning of Ramadan. We will

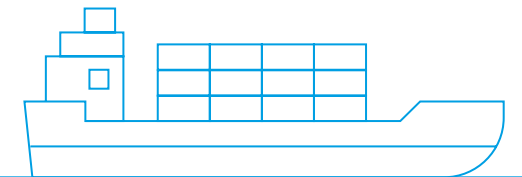
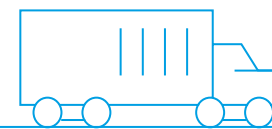
combine our efforts with HHRD in the near future to provide essential medical supplies and equipment to some Medical Centers operating in the governorate's poorest areas.

In the area of sports, we have once again supported the Aqaba Youth Club, specifically the soccer and table tennis' teams, through sponsoring their training to emphasize on the importance of physical exercise in maintaining good health, and to help promoting talented athletes in Jordan.

# 365



food parcels distributed during the pandemic





### FRIENDS OF AUTISM

Fulfilling its commitment to empower underprivileged communities, in 2020 ACT held a three-days workshop for the teachers of the 'Friends of Autism Center' to develop their skills and to get to know the latest updates in the field in regard to measurement tools and modern diagnosis methods, with a

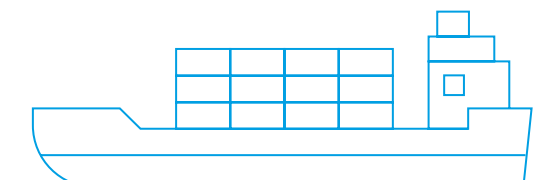
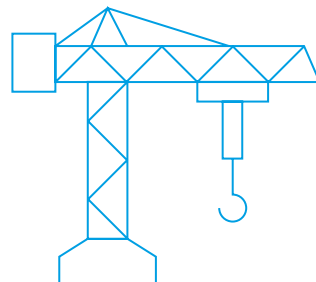
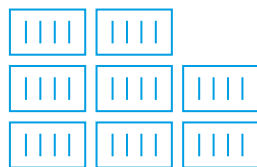
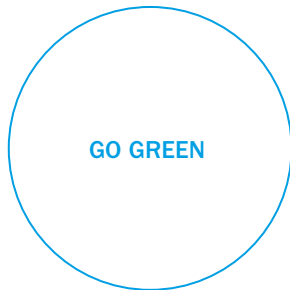
practical session on the last day through hosting 8 cases and diagnosing them according to the new learned methods.

ACT also provided donations to the center to improve the services provided and increase the number of beneficiaries covered.



### 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.



### NATIONAL TREE DAY

In observation of the National Tree day, our Internal Communication Committee distributed 360 fruit trees to all employees to plant them and help in increasing the green areas.

This event was aiming to raise awareness among ACT employees and the public on the importance of preserving the environment and maintaining the natural balance through planting and sustaining trees.

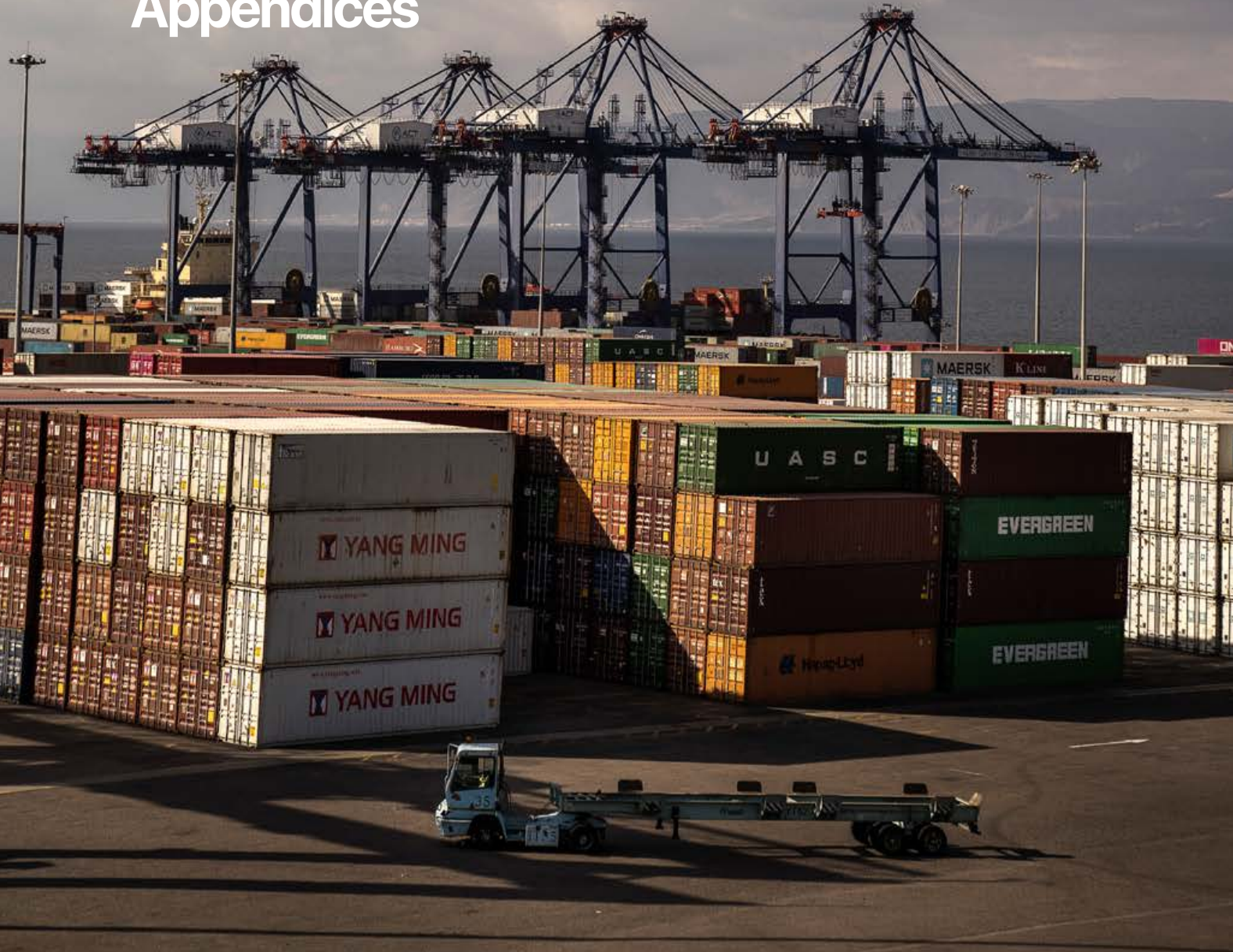






# 05

## Appendices



### APPENDIX A:

## Acronyms

ACT	Aqaba Container Terminal
ADC	Aqaba Development Corporation
APMT	AP Moller Terminal
ASEZA	Aqaba Special Economic Zone Authority
BCAs	Business Compliance Ambassadors
BCP	Business Continuity Plan
CCTV	Closed-Circuit Television
CEO	Chief Executive Officer
CO	Carbon Monoxide
CO <sub>2</sub>	Carbon Monoxide
CO <sub>2</sub> e	Carbon Dioxide Equivalent
COO	Chief Operations Officer
COVID-19	Corona Virus Disease 2019
CSR	Corporate Social Responsibility
EMS	Environmental Management System
FAQ	Frequently Asked Questions
GHG	Greenhouse Gas
GJ	Giga Joule
GMPH	Gantry Crane Moves Per Hour
GRI	Global Reporting Initiative
GTDP	Global Terminal Development Program
H&S	Health and Safety
H.M	His Majesty
HHRD	Helping Hand for Relief and Development
HPH	Hutchinson Ports Holding
HSSE	Health, Safety, Security and the Environment
ID	Identity Document
IFS	Industrial and Financial System
ISO	International Organization for Standardization
ISPS	International Ship and Port Facility Security
JOD	Jordanian Dinar
Kg	Kilogram
KPIs	Key Performance Indicators
KWh	Kilo Watt hour
LTIFR	Lost-time Injury Frequency Rate
m <sup>3</sup>	Cubic Meter(s)

NGOs	Non-Governmental Organizations
NO2	Nitrogen Dioxide
NPS	Net Promotor Score
OCR	Optical Character Recognition
PCs	Personal Computers
PD	Policy Deployment
PERS	Port Environmental Review System
PPE	Personal Protective Equipment
PPM	Parts Per Million
PPP	Purchasing Power Parity
RTG	Rubber Tyred Gantry Crane
SDGs	Sustainable Development Goals
SO2	Sulfur Dioxide
SOPs	Standard Operating Procedures
STS	Ship-to-Shore
TEU	Twenty-foot Equivalent Unit
TT	Terminal Truck
TUA	Tkiyet Um Ali Organization
TV	Television
TVOC	Total Volatile Organic Compound
UN	United Nations
USD	United States Dollar
VMS	Visual Management System
WOW Hero Award	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>	<p>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.</p> <p>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 Standards, and this list was then consolidated into the 15 topics that are presented in the materiality framework on page 16.</p> <p>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.</p>
<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 2019 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 2019 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
Customers (shipping lines, clearance and trucking companies, end-users and consignees)	<ul style="list-style-type: none"> <li>Web-based communication system</li> <li>Trade missions</li> <li>Customer satisfaction surveys</li> <li>Annual sustainability report</li> <li>Website</li> </ul>	<ul style="list-style-type: none"> <li>Transparency and accountability</li> <li>Operational efficiency</li> <li>Service excellence</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability report</li> <li>Sustainability strategy</li> <li>Port Expansion Project</li> </ul>
Employees	<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>
Community (Local community, suppliers, Union)	<ul style="list-style-type: none"> <li>Direct communication</li> <li>Participation in events</li> <li>Annual sustainability report</li> <li>Website</li> <li>CSR Committee and man hours</li> </ul>	<ul style="list-style-type: none"> <li>Local development</li> <li>Job creation</li> <li>Volunteering activities</li> <li>Sponsorships</li> <li>Good citizen</li> </ul>	<ul style="list-style-type: none"> <li>In-kind contributions</li> <li>Volunteering activities</li> <li>School refurbishments</li> <li>Local procurement</li> <li>Support on safety emergencies</li> <li>Health and safety awareness</li> <li>Local community engagement</li> </ul>
Shareholders (APM, ADC)	<ul style="list-style-type: none"> <li>Sustainability report</li> <li>Website</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable profits</li> <li>Transparency and accountability</li> <li>Good governance</li> <li>Business ethics</li> <li>Risk management</li> <li>Cost reductions</li> </ul>	<ul style="list-style-type: none"> <li>Creation of a corporate sustainability committee</li> <li>Sustainability strategy</li> <li>Sustainability report</li> <li>Port Expansion Project</li> </ul>
Government and Regulators (ASEZA, Customs)	<ul style="list-style-type: none"> <li>Direct communication</li> <li>Meetings</li> <li>Annual sustainability report</li> <li>Website</li> </ul>	<ul style="list-style-type: none"> <li>Transparency and accountability</li> <li>Good governance</li> <li>Economic value</li> <li>Job creation</li> <li>Compliance to policies standards</li> </ul>	<ul style="list-style-type: none"> <li>Web-based communication system</li> <li>Regular meetings</li> </ul>
Media	<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), URL(s), and/or direct answers
<b>GRI 101: Foundation 2016</b>		
<b>General Disclosures</b>		
<b>Organizational profile</b>		
GRI 102: General Disclosures 2016	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	55
	102-9 Supply chain	8-9
	102-10 Significant changes to the organization and its supply chain	There were no significant changes during the reporting period.
102-11 Precautionary Principle or approach	35,39-42,53	
102-12 External initiatives	9,10,11,47,69	
102-13 Membership of associations	8,22,69,70	
<b>Strategy</b>		
102-14 Statement from senior decision-maker	5	
102-15 Key impacts, risks, and opportunities	8-11	
<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	35	
<b>Governance</b>		
102-18 Governance structure	36-37	
102-20 Executive-level responsibility for economic, environmental, and social topics	37	
102-22 Composition of the highest governance body and its committees	36-37	
<b>Stakeholder engagement</b>		
102-40 List of stakeholder groups	15,76	
102-41 Collective bargaining agreements	100% of total employees are covered by collective bargaining agreements.	
102-42 Identifying and selecting stakeholders	15,76	
102-43 Approach to stakeholder engagement	76	
102-44 Key topics and concerns raised	76	

GRI Standard	Disclosure	Page number(s), URL(s), and/or direct answers
GRI102: General Disclosures 2016	<b>Reporting practice</b>	
	102-45 Entities included in the consolidated financial statements	Financial statements include the activities of ACT. No other entity is included.
	102-46 Defining report content and topic Boundaries	16,75
	102-47 List of material topics	16
	102-48 Restatements of information	48,55,56
	102-49 Changes in reporting	There have been no significant changes to the report scope and aspect boundaries.
	102-50 Reporting period	1 January - 31 December 2020
	102-51 Date of most recent report	2019 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
	102-55 GRI content index	77-81
	102-56 External assurance	ACT does not seek external assurance for its sustainability report.
	<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	34
	103-2 The management approach and its components	34
	103-3 Evaluation of the management approach	34
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	34
	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	55
	103-2 The management approach and its components	55
	103-3 Evaluation of the management approach	55
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	55
<b>Indirect Economic Impacts</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	5,6,25
	103-2 The management approach and its components	5,6,25
	103-3 Evaluation of the management approach	5,6,25
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	5,6,25,27
	203-2 Significant indirect economic impacts	5,6,25,27,34,55,57
<b>Procurement Practices</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	34
	103-2 The management approach and its components	34
	103-3 Evaluation of the management approach	34
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	34
<b>Anti-corruption</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	35
	103-2 The management approach and its components	35
	103-3 Evaluation of the management approach	35


GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	35
	205-3 Confirmed incidents of corruption and actions taken	There were no confirmed incidents of corruption with employees and business partners. There were no public legal cases regarding corruption brought against the organisation or its employees during the reporting period.
<b>GRI 300 Environmental Standards Series</b>		
<b>Energy</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	46-47
	103-2 The management approach and its components	46-47
	103-3 Evaluation of the management approach	46-47
GRI 302: Energy 2016	302-1 Energy consumption within the organization	47
	302-3 Energy intensity	47
	302-4 Reduction of energy consumption	47-48
	302-5 Reductions in energy requirements of products and services	47
<b>Water</b>		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	50
	303-2 Management of water discharge-related impacts	50
	303-5 Water consumption	50
<b>Emissions</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	48-49
	103-2 The management approach and its components	48-49
	103-3 Evaluation of the management approach	48-49
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	48
	305-2 Energy indirect (Scope 2) GHG emissions	48
	305-4 GHG emissions intensity	48
	305-5 Reduction of GHG emissions	48
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	49
<b>Waste</b>		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	50-51
	306-2 Management of significant waste-related impacts	50-52
	306-3 Waste generated	51
	306-4 Waste diverted from disposal	51
	306-5 Waste directed to disposal	51
<b>Environmental Compliance</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	47
	103-2 The management approach and its components	47
	103-3 Evaluation of the management approach	47
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	47
<b>GRI 400 Social Standards Series</b>		
<b>Employment</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	55-60
	103-2 The management approach and its components	55-60
	103-3 Evaluation of the management approach	55-60
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	59
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	57
	401-3 Parental leave	56





<b>Occupational Health and Safety</b>		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	38-39
	403-2 Hazard identification, risk assessment, and incident investigation	39-41
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