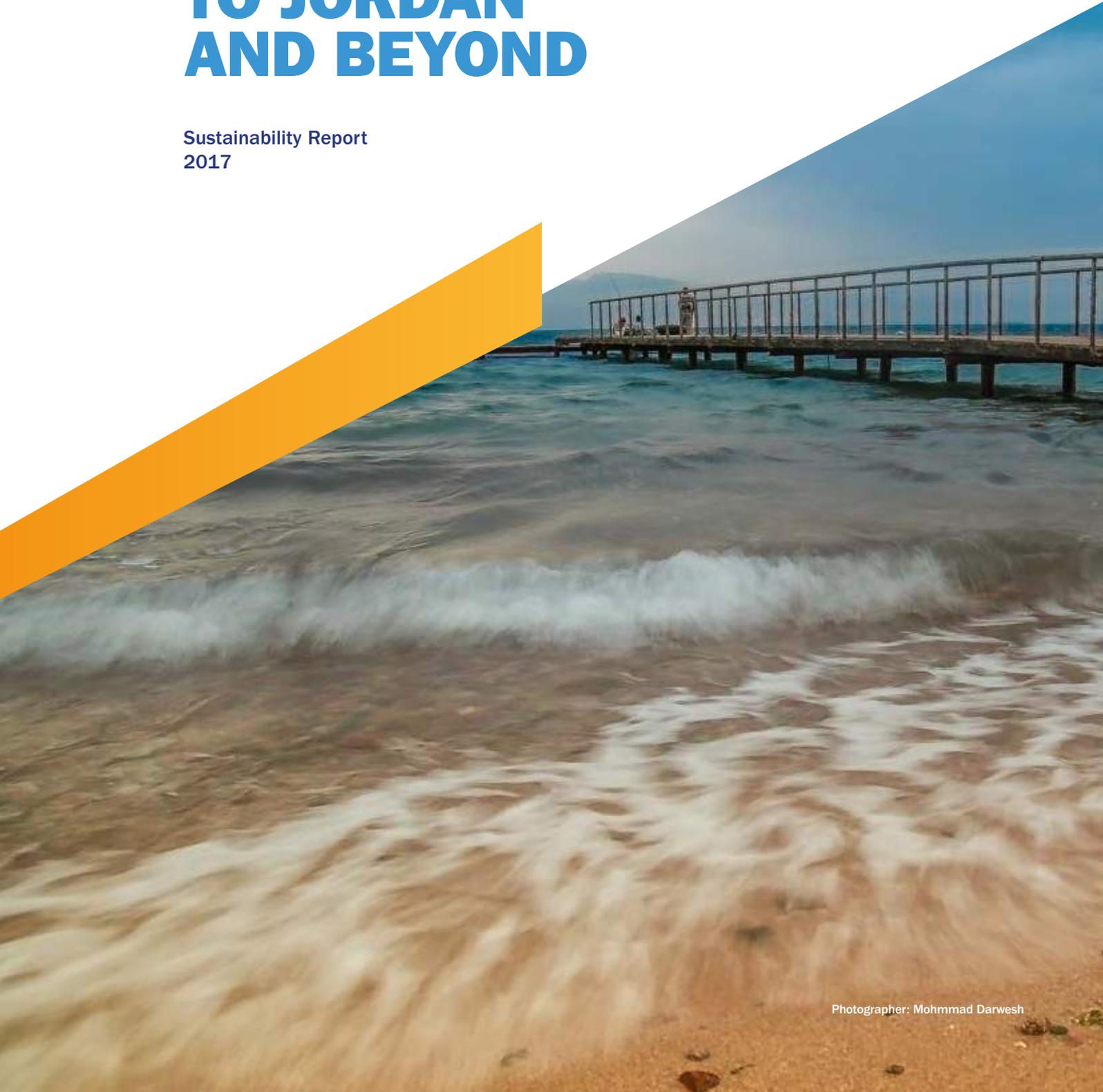




MANAGED BY
APM TERMINALS

THE MOST
**SUSTAINABLE
GATEWAY
TO JORDAN
AND BEYOND**

Sustainability Report
2017



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About this report

This is ACT's seventh sustainability report and presents its activities and performance in the social, environment and economic aspects. It covers the calendar year ending on 31 December 2017. Financial data is expressed in Jordanian Dinars, unless otherwise specified.

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

-  **Email:** customerservice@act.com.jo
-  **Twitter:** [ACTJordan](#)
-  **Facebook:** [Aqaba.Container.Terminal](#)
-  **LinkedIn:** [Aqaba Container Terminal-Act](#)
-  **Google plus:** [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 my pleasure to introduce to you ACT's seventh sustainability report, and my first as CEO of ACT.

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

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

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

I am proud of ACT's achievements in sustainability and contribution to long-term economic growth. As a demonstration of our action, ACT was recognised as the "Most Sustainable Port" by Transport Arabia Excellence Awards. Being nominated as finalists for Lloyd's List in three categories for three consecutive years is a proud testimony of our excellent record and focus on sustainability.

Despite regional economic and geopolitical challenges, we have accomplished much over the past year. ACT has demonstrated its capacity to receive some of the largest ships in the world. In 2017, ACT recorded 796,087 TEUs total capacity and over JOD 92 million in revenues. ACT plays an integral role in the Jordanian economy, reinvesting locally more than %95 of all the revenues generated since the company was formed back in 2006.

ACT's journey as a responsible corporate citizen continues. Our community investments focus on three key areas: ensuring the well-being of the society, promoting environmental protection and empowering future generations through the access to high quality education. Over the past five years, ACT made contributions of more than JOD 700 thousand to support initiatives in these areas.

Our environmental work focuses on energy efficiency, reducing waste and water use, and managing our impact in the context of climate change. We are progressing towards our goals, thanks to the expertise and commitment of our teams working together to develop operating techniques, aimed at not only reducing our costs but also decreasing our negative environmental impact. In 2017, we have made valuable advancements in reducing our electricity consumption by %18, improving water intensity by %27, reducing waste levels by %18, and decreasing our total Greenhouse Gas (GHG) emissions intensity by %8.

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

Sincerely,
Steven Yoogalingam



A Gateway for Trade

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

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

In April 2015, the Jordanian government closed the border to Syria in response to the on-going conflict in the region, blocking the road used for Jordanian exports to access the markets of Syria, Lebanon, Turkey, and beyond. Consequently, this export traffic has had to be redirected to ACT to be shipped through the Suez and the Mediterranean Sea. Without prior notice, ACT managed to handle this sudden and impressive surge of export containers (46% increase) at the busiest time of the year, thus demonstrating its strong support to Jordan's industries and affirming its status as the most sustainable gateway to the Levant. In 2017, the full container exports witnessed yet another increase (up by 6% from 2016).

6%

increase in overall container export (up from 2016)

2.5%

local market growth



APM Terminals Advantage

With the largest and most balanced Port and Terminal global portfolio, APM Terminals (APMT) has brought 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, 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

Financial Capital

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

APM Terminals

1 + %50 share



Aqaba Development Company

1 - %50 share



Skills and Expertise

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

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

Natural Resources

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

- 201,059 GJ of energy consumed
- 29,243 m³ of fresh water consumed

Social and Relationships

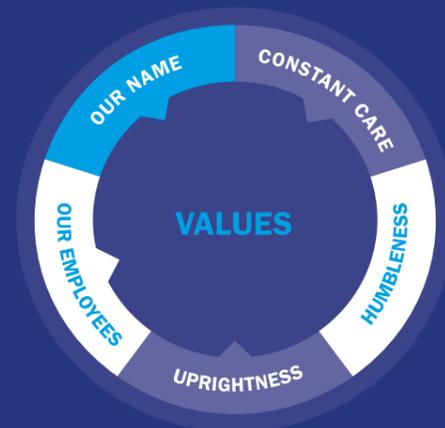
Maintaining quality relationships with our stakeholders, particularly our customers, suppliers, employees, unions, regulatory and local communities are fundamental for growing and sustaining our business value.

Our Business

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

Our Location:

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



Vision:

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

Mission:

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

Output

796,087

Total throughput (TEUs)



Over JOD 92m

Total revenues in 2017



Outcomes

Financial Capital

JOD 26,192,200

Taxes



JOD 24.13 Million

Wages and benefits for our workforce



Skills and Expertise

1,075

Total workforce



15,213

Total training hours for our workforce



Natural Resources

10,476 CO₂

Tonnes eq. of GHG emissions



297,565

Total waste generated (kg)



Social and Relationships

%79

Spending on locally based contractors and suppliers



JOD 100,000

Community investments



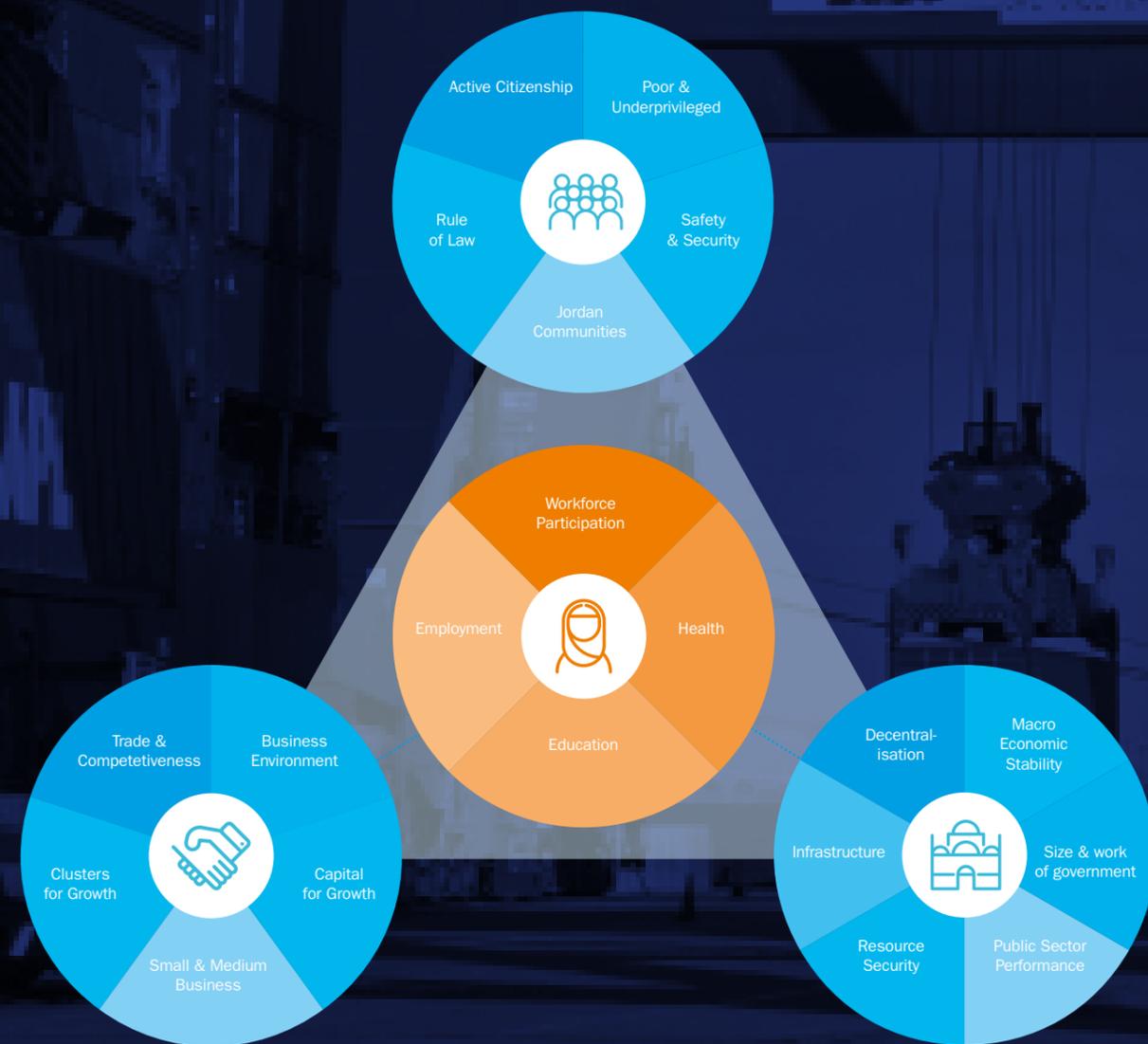
Through our ambitions, ACT is supporting the UN Sustainable Development Goals

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

Inputs & Outcomes

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.



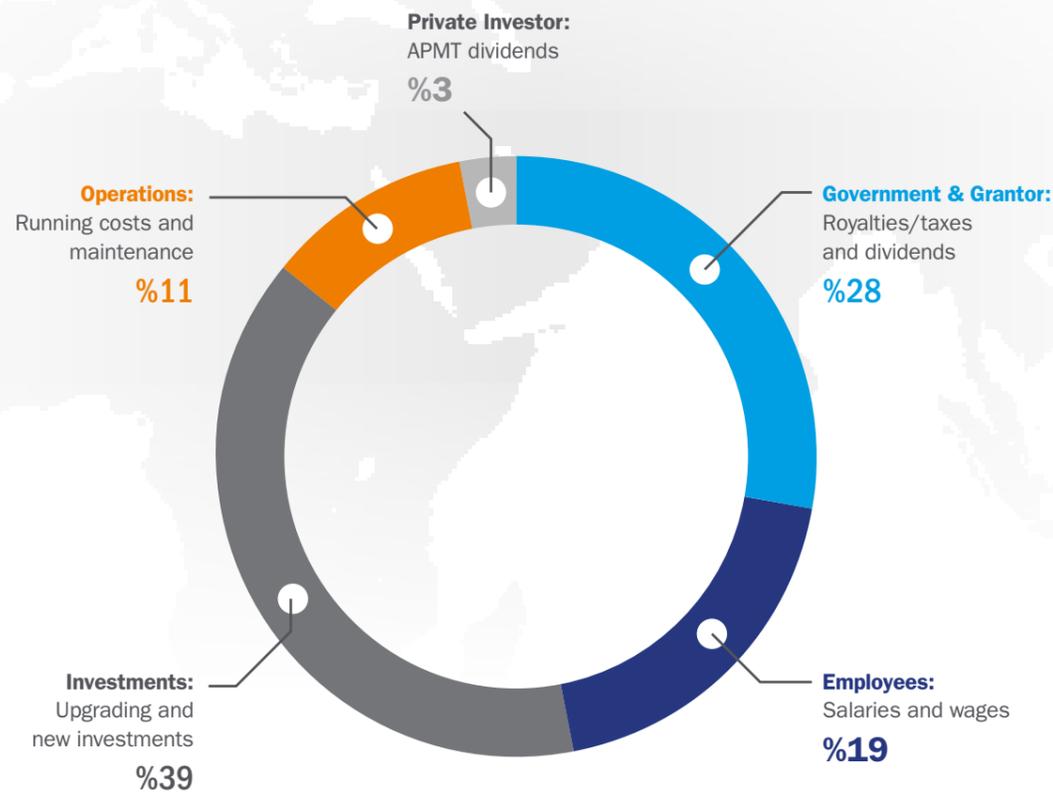
Inputs	Value created across the Jordan 2025 National Vision
Skills and expertise capital: <ul style="list-style-type: none"> • Skilled, diverse and motivated national employees • Experienced management team • Healthy and safe working environment 	Citizen pillar: <ul style="list-style-type: none"> • Creating 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: <ul style="list-style-type: none"> • Effective partnerships with non-profit organisations • Positive relationships with local community with open communication channels 	Society pillar: <ul style="list-style-type: none"> • 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
Financial capital: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • Energy • Water • Air quality • Land 	Government pillar: <ul style="list-style-type: none"> • 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 activity for Jordan, and beyond. The company's commitment to sourcing local employees, local goods and services, and investing in the development of the terminal's capacity, has helped stimulate Jordan's economy, environment, and society.

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

At the same time, since 2006, 97% of the profit generated by the Terminal was reinvested in Jordan. ACT reinvested close to %40 of its revenue into Terminal and equipment upgrades to prepare for future growth.



ACT's Journey through the Years



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

- ADC and APM Terminals sign -25year Joint Venture

- ACT begins the "Operational Excellence" programme through the introduction of world-class practices that increase performance, efficiency and reliability
- installs new Ship-to-Shore (STS) and Rubber Tyred Gantry (RTG) cranes
- His Majesty King Abdullah II of Jordan inaugurates ACT's berth expansion



- ACT adopts the journey to safety and development excellence programme to develop a positive safety culture

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

- ACT receives the ISO 14001 certification for its comprehensive environmental management system
- ACT recognised by the Jordanian Social Security Corporation for exceeding all health and safety standards
- ACT receives the APMT Global Safety Performance Award
- ACT nominated as a finalist for the Lloyd's Middle East and Indian Subcontinent "Safety" Award, "Hutchinson Ports Holding (HPH) Environment" Award, and "Port Operator" Award

2003 • 2004 • 2005 • 2006 • 2008 • 2010 • 2011 • 2012 • 2013 • 2014 • 2015 • 2016 • 2017

- ACT faces a major congestion crisis

- ACT declared congestion free and the congestion charge is abolished
- ACT declared one of the three best terminals in the Middle East and the Indian Sub-Continent by Lloyd's

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

- ACT introduces sustainability excellence through adopting sustainability reporting and a new sustainability framework to enhance performance, transparency, openness, and accountability

- ACT reaches the highest total throughput handled (872,810 TEUs)
- Berth expansion to 1,000 metres

- ACT affirms its status as the most sustainable gateway to the Levant region, by handling a sudden and impressive surge of export containers and demonstrating strong export support
- ACT shortlisted for the Lloyd's Port Operator Award and HPH Environment Award in recognition of its efforts

- ACT nominated as a finalist for the Lloyd's Port Operator Award and HPH Environment Award and Safety Award
- ACT recognised at the Transport Arabia Excellence Awards as the "Most Sustainable Port Development"

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 taken every effort to present these values in a clear and concise manner, so stakeholders can appreciate the company's actions, impacts, and shared goals towards the creation of a sustainable future.



Our Sustainability Framework

Organising our approach:

ACT's sustainability framework articulates what sustainability means to ACT. It is a reflection of the company's integrated approach to making ACT more sustainable and addresses the issues that matter 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 programme aims to integrate input from all stakeholders. ACT understands that open and transparent communication is paramount to continued positive relationships with its stakeholders. As an example of the initiatives carried-out in 2015, ACT set up employee feedback kiosks that allowed employees to give valuable feedback that will help the company implement improvements.

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. 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.

In 2017, 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.

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.

More details about the materiality process are presented in [Appendix B](#).



2017 Performance Highlights

1,075

total workforce

Received the most

Sustainable Port Development Award

Zero

fatalities

%27

improvement on water intensity

%18

reduction of waste levels

%18

drop in electricity consumption

%12

female representation in middle management

15,213

training hours

%29

youth representation in workforce

Implemented **Sea Water Monitoring Program**

831

volunteer participants

Received the Aqaba Special Economic Zone Authority (ASEZA) certification of environmental compliance with **zero violations**

%8

drop in total GHG emitted per 1,000 TEU

796,087

TEUs Total throughput

%8

drop in operating costs

%99.63

nationalisation rate

1 of the official organisations supporting the

2017 International Fraud Awareness Week

%5

turnover

8

improvement projects from the employee suggestion box implemented

%86

employee engagement response rate

JOD 92.4m+

in revenues

%50

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

5,246

man-hours volunteered

Generated more than JOD

266,000

of revenues by transforming waste into consumable products since 2014

CHAPTER 1

Making Jordan a Terminal of Choice

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

Related Sustainable Development goals:



01



A Regional Gateway

While recent conflicts in neighbouring countries have led to the closure of their borders such as Iraq and Syria, Jordan's stability remains exemplary and ACT's role only more crucial to support the Jordanian people and their businesses. The restricted access by road to neighbouring markets redirected cargo to ACT to be shipped by sea. Consequently, the full container exports witnessed an increase of close to %6 compared to 2015 and a staggering %45 increase compared to 2014.

In this context, Jordan's local market has shown resilience in 2017 with stability in the import of full containers compared to the previous year (%0.7 increase).



increase in full container exports since 2014



increase in import of full containers in Jordan compared to 2015

Container Movements (TEU)

	2013	2014	2015	2016	2017
Total Throughput*	872,812	781,291	758,218	792,841	796,087
Full Export	77,343	86,940	111,241	118,912	125,767
Transit	92,094	51,850	19,546	9,282	6,281
Full Import	439,433	393,962	377,995	398,914	401,759

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

Awards and Recognition

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

These awards and nominations recognised our achievements in the areas of sustainability, operations, environment, and health and safety. These are all highly significant areas of our business. ACT is committed to setting the bar higher and seeks to make progress in these and other material areas of our business in the coming years.

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



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 recognised for promoting a conscious environmental 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 recognised for its dedication to upholding the highest standards of safety.



Nominated finalist for Lloyd's List

"Port Operator" Award:

For three years, Lloyd's List has nominated ACT as finalist for the Middle East and Indian Subcontinent "Port Operator" Award. ACT is recognised for its unconditional support to the export industry in critical times.



Workplace Safety and Health Award:

In 2016, ACT was once again recognised by the Jordanian Social Security Corporation for its achievement in exceeding all health and safety standards and benchmarks.



APM Terminals Global Safety Performance Award:

In 2016, ACT received the APM Terminals Global Safety Performance Award at APM Terminals' Global Leadership Conference in Rotterdam, in competition with the global APMT network of more than 72 port terminals.



CHAPTER 2

Foundation for Excellence

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

Related Sustainable Development goals:



02



Operational Efficiency

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

In 2017, ACT continuous process improvement programmes delivered positive results. Gross crane productivity has increased by %19 between 2013 and 2017. The truck turnaround time has improved by %71 since 2013.

Even though ACT's operational cost intensity has increased over the past five years, ACT managed to decrease its operational cost intensity by %23.5 since 2015.

Operational Efficiency

	2013	2014	2015	2016	2017	-5Year Trend
Total Throughput*	872,812	291,781	758,218	792,841	796,087	%9-
Gross Crane Productivity*	29.31	26.92	30.32	33.8	34.67	%18
Truck Turnaround Time (Hours)	1.96	0.89	0.86	0.63	0.56	%71-
Dwell Time for Full Import (Days) **	10	11.7	11.9	10.14	8.99	%10-
Operational Cost Intensity (JOD/Move)	90	122	149	125	114	%27

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

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

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.

In 2017, ACT has done several improvement projects in efforts to improve the quality of its services and its health and safety culture for many years to come.

To drive change and ensure a bottom-up approach to employee engagement, ACT started a suggestion program through which employees were encouraged to share their ideas. ACT implemented 7 improvement projects and gave credit to those who contributed to run the projects.

Berth Plan Automation

Berth planning is the process of determining the berthing position and time of each vessel and the deployment of QCs to the vessel to maximise the service level for container vessels. In 2017, ACT converted the working mechanism from manual to automatic. The berth plan automation project will reduce the time and effort needed to prepare the berth plan manually, ensure availability of information at any time, increase information accuracy, and speed up the handover process between shifts.



Improving Equipment Reporting Process

In 2017, ACT implemented a new Failure Reporting, Analysis and Corrective Action system. The new system helps collect, record and analyse equipment failures. The resulting analysis identifies corrective actions that should be implemented and verified to prevent such failures from recurring. Also, ACT designed and implemented a new program to monitor oil in equipment gears. Improved reporting helps ACT predict and prevent major damage to machinery through regular maintenance.

Improving Road Access

ACT continuously seeks to implement measures to enhance truck traffic flows. In 2017, ACT improved the road access to the port territory to enhance the fluidity of movement and reduce the impact of truck traffic. This in turn will also minimise the risk of accidents and delayed work flow.

7

improvement projects implemented



Business Intelligence (BI) Reporting Analytics

ACT's operations are versatile with many systems and processes in place to plan, schedule and manage, along with other considerations to increase throughput and exceed customer service targets. Bringing clear visibility on ACT's day-to-day operations, by building comparisons of real-time events with historic performance is an essential step for ACT to improve its decision-making process.

In 2017, ACT created a business intelligence dashboard to provide decision makers immediate visibility on critical data to analyse terminal performance. This dashboard combined with the set KPIs helps achieve continuous improvement, obtain quality and timely reports, and make strategic decisions faster.



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.

We try our best to overcome current challenges due to the turbulent regional geopolitical environment and have undertaken significant efforts to decrease our operating expenses. As a result, our operating costs in 2017 decreased by %7 in comparison to previous year.

Financial Performance (JOD)

	2013	2014	2015	2016	2017
Revenues	86,005,000	99,039,000	111,563,000	97,950,000	92,440,000
Year-to-year variance	%16	%15	%13	%12-	%6-
Operating Costs	50,755,000	62,954,000	73,400,000	63,759,000	58,350,000
Year-to-year variance	%36	%24	%17	%13-	- %8
Royalties Paid	18,718,000	28,881,000	38,555,000	29,433,000	25,290,000
Taxes Paid	1,938,000	1,284,000	1,171,000	1,189,000	902,200
Cost Per Container Moved	114	157	188	157	146
Return on Invested Capital (%)	%14.5	%11.7	%13.1	%12.5	%12.6

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.

Whistleblowing and Grievance Mechanism

ACT has an internal anonymous whistleblowing system that enables any employee 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.

For all other stakeholders, ACT has a “contact us” webpage through which external stakeholders can submit any concern. Any reported matter is addressed by ACT customer service desk and a follow-up email is sent back to the person who shared their feedback.

Business Ethics and Compliance

ACT shares the same strong values as APM terminals: constant care, humbleness, uprightness, our employees, our name. These values are strongly ingrained in every employee and in every activity conducted by ACT. Our Code of Conduct exists to support these values and supports our commitment to operate with integrity by giving guidance and resources to ensure everyone at ACT acts ethically at all times.

To instill a strong compliance culture that is aligned with APM Terminals, a network of Business Compliance Ambassadors (BCA's) was established in 2017. The kick off took place during a two-day workshop in APMT's headquarters in The Hague. ACT's Legal Manager was appointed as the BCA for ACT effective July 2017.

ACT is proud to have been among the official organisations supporting the 2017 International Fraud Awareness Week, contributing to minimising the risk of fraud by promoting anti-fraud awareness campaigns.



Board of Directors

ACT Board of Directors consists 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. The Board meets on a quarterly basis, sets the overall objectives and direction for the company and ensures ACT's full compliance with corporate governance. The company CEO reports directly to the company's Board of Directors.

ACT's 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 Nasser Shraideh

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 Ghassan Ghanem

Representative of Aqaba Development Corporation (ADC)

Mr. Peder Sondergaard

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

Mr. Ahmed Hassan

Representative of A.P Moller Finance S.A.

Mr. Soren S. Jakobsen

Representative of A.P Moller Finance S.A.

Senior Management Team

Mr. Steven Yoogalingam, who joined ACT in July 2017, leads the ACT Senior Management Team, which 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.

Steven Yoogalingam

Chief Executive Officer

Vincent Flamant

Chief Commercial Officer

Zia Rizvi

Chief Financial Officer

Horacio Briz

Chief Operations Officer

Feras Altaweil

Head of Health, Safety, Security and Environment

Khalil Abu Alhawa

Chief Corporate Officer*

Taysir Balbesi

Human Resources General Manager**

*Khalil Abu Alhawa is Chief Corporate Officer which is part of a new organisational structure adopted in January 2018

**Mr. Taysir Balbisi has resigned in November 2017 as HR GM. Mr. Khalil Abu Alhawa will cover the HR leadership role as part of his portfolio.



Board of Directors

	2013	2014	2015	2016	2017
Percentage of independent directors (%)	%100	%100	%100	%100	%100
Breakdown by age:					
< 30	0	0	0	0	0
50-30	1	2	1	3	2
> 50	6	5	6	4	5

Sustainability Governance

Sustainability governance at ACT is integrated into every aspect of the business. The sustainability committee comprises of five employees from commercial, operations, human resources, finance and HSSE departments. The team is responsible for the monitoring and analysis of sustainability performance, producing ACT's annual

sustainability report, and collaborating with other terminals for industry-wide sustainability initiatives such as the Global Safety Day. The Sustainability Steering Committee comprises of 11 members including the executive management team and sustainability committee members.

**Sustainability Steering Committee
(Executive Board, 11 members)**



**Sustainability Committee
(5 members)**



Sustainability Coordinator



CHAPTER 3

Operating Responsibly

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

Related Sustainable Development goals:



03

Health and Safety

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

ACT follows the FATAL 5 Standards of APM Terminals to build on best practices and eliminate operational risks. We also include health and safety criteria in our supplier evaluation. We are pleased to report that there were no fatalities in 2017, as a result of ACT's management practices and training programmes. In 2017, ACT conducted a survey to obtain a better understanding of embedding the Fatal 5 into ACT's culture. The Fatal 5 survey achieved a 76% response rate.

ACT encourages its employees to report on unsafe acts and conditions. These safety observations stimulate proactive preventions of incidents and help improve safety at the workplace. During 2017, 7,133 safety observations were reported, a 26% increase from previous year.

Training is an important part of health and safety management at ACT, which is why we make sure that 100% of our employees and contractors have received training in our health and safety practices.

50% of ACT's total workforce participated in joint management-worker health and safety committees, representing a 35% increase from 2016. ACT considers these committees as valuable tools to include its employees in the proactive discussions and decision-making on health and safety issues across the company.

Safety Performance

	2013	2014	2015	2016	2017
Lost Time Injuries Frequency Rate (Per Million Man Hours)	1.07	0.96	1.65	1.34	1.79
Fatalities (Contractors and Employees)	0	1	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)**	3,159	4,452	10,384	9,610	10,420
Near Miss Incidents	148	240	148	143	39
Safety Observations Reported (Unsafe Acts and Unsafe Conditions)	750	3,850	3,817	5,681	7,133
External Safety Audits	3	3	6	3	1

In 2017, ACT recorded 1.79 lost time injury frequency (per million man-hours) up from 1.34 in 2016. The increased reporting of minor events across the organisation, for example, minor cuts and slips contributed to this increase in frequency. It reflects a positive improvement in reporting rather than an increase in occurrence.

Implementing New GIZMO Incident Reporting Tool

ACT recognises that effective risk management depends partly on the behaviour of individuals at the company. It is not enough for us to provide safe equipment, systems and procedures; our attitudes and values regarding safe working are important factors that influence our safety approach and performance.

To that end, we continuously seek new and improved ways that promote positive safety culture. In 2017, ACT successfully implemented APMT's new incident reporting tool 'GIZMO' to replace the CMO. The new system promotes a positive safety culture through its easy to use features and its stepped process starting from reporting to filling corrective actions. The new system encourages incidents reporting in a 'no-blame' context and focuses on taking actions. Looking forward, ACT plans to align GIZMO to ACT's updated risk matrix to classify incidents and determine their severity level. The risk matrix is yet to be launched in 2018/2019.

ACT trained all HSSE staff on how to use the new tool, launched FAQ page and circulated cheat sheets.

%76 

response rate for 'The Fatal 5' Survey

The "Fatal 5"



Transportation

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



Suspended Loads and Lifting

Ensuring our equipment and work practices minimise exposure to personnel.



Working at Heights

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



Stored Energy

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



Contractor

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

%26 

increase in safety observations

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 2017, 95% of employees had undergone the examinations, including visual acuity, hearing assessments, lung efficiency, and blood pressure tests.

Preventing Heat Stress at Work

As the weather in Jordan becomes hotter in the summer season, outdoor workers are at the risk of heat-related illnesses. ACT continuously reminds workers to proactively manage the effects of heat. During the hottest week of the summer, ACT distributed cold water bottles so that workers can beat the heat and continued to educate employees on the importance of staying hydrated and on the risks associated with heat stress.



Global Safety Day

On the occasion of the Global Safety Day that was launched by APM terminals under the theme "Safety 7/24", ACT developed comprehensive awareness campaigns targeting both its employees and members of the local community with the aim to raise awareness on road safety issues.

On this day, ACT rolled out numerous initiatives including a chemical leakage drill for participants to witness the deployment of ACT's emergency response plan in case of such complex emergency situations. The drill was conducted in cooperation with the Aqaba Civil Defense aimed at training ACT employees to act as promptly, safely and efficiently as possible in dealing with potential emergency situations. The training was conducted in the presence of ACT employees and school students to enhance and promote a culture of safety among the local community.

Safety training for truck drivers continued to be aggressively pursued as part of ACT's Global Safety Day celebrations and in line with APM Terminals' Fatal 5, as the company works to reduce accidents and injuries. In 2018, ACT plans to conduct structural and formal safety inductions for over 1,500 external truckers.



Environmental Performance

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

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

The protection of the environment is embedded into ACT operations and careful attention is given to GHG emissions, energy efficiency, water consumption, waste management and oil spill prevention. For the past three years, ACT has dedicated more than JOD 190,000 in investments solely for environmental protection.

Environmental Expenditure (JOD)

	2013	2014	2015	2016	2017
Environmental Protection Expenditure	10,000	18,000	65,280	67,280	62,500

Go Green

ACT took part in the “Go Green 2017” campaign; an awareness building program started by the Global Ports Group (GPG), an association of port and terminal operators, collaborating on key Environmental, Health, Safety and Security topics.

In 2017, ACT echoed the Go Green initiative by focusing on the following three initiatives:

-  A series of daily climate change awareness sessions hosted at ACT’s training centre and led by an environmental supervisor;
-  A beach clean-up involving university students, ACT employees, Royal Navy Force and Aqaba Marine Science Station;
-  A coral reef diving campaign entitled “Care for Coral Reefs”, during which the volunteers cleaned the coral reefs around the Roll-on/ Roll-off (RORO) berth sites inside ACT.

Environmental Compliance

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

In 2017, ACT received the Aqaba Special Economic Zone Authority (ASEZA) certification of environmental compliance with zero violations.



%19  **%7** 

decrease in electricity consumption

decrease in fuel consumption



Energy Management

Given that ACT’s operations are inherently energy intensive, the company recognises its responsibility to improve its energy efficiency. Reducing ACT’s energy consumption not only makes good business sense as it reduces costs, but it also helps minimise the environmental impact and carbon 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 some handling equipment and ACT’s fleet of vehicles.

ACT’s efforts taken towards installing LED lighting and establishing systems that control heavy machinery fuel consumption culminated in electricity consumption dropping by over two million kWh, constituting a %19 drop from 2016, and fuel consumption decreasing by %7 from 2016.

The terminal’s positive environmental performance in 2017 can be attributed to its commitment to the ISO 14001 and adherence to its environmental policy.

Energy Performance

	2013	2014	2015	2016	2017
Electricity (kWh)	16,217,590	15,460,300	16,657,330	15,290,040	12,330,824
Electricity intensity (kWh per TEU)	18.6	19.8	22.0	19.3	15.5
Total fuel consumption (litres)	3,923,623	3,962,420	4,685,154	4,275,200	3,956,262
Fuel intensity (litres per TEU)	4.5	5.1	6.2	5.4	5.4
Total Energy consumption (GJ)	185,500	215,328	214,154	224,342	201,059
Energy intensity (GJ/TEU)	0.25	0.27	0.32	0.28	0.25

Installation of LED Flood Lights

To improve the lighting of its Rubber Tyred Gantry Crane (RTG) and Quay Crane (QC), ACT initiated the installation of LED flood lights on all trolleys for STS cranes and RTGs and will continue to cover all RTGs and QCs in 2018. The project is expected to decrease maintenance costs, improve equipment lighting, reduce energy consumption by extending lights life time by three times the normal lighting.

Project Savings

Average life time (hours)

Previous Lights	LED Lights
17,280 H	50,000 H

Cost per hour

Previous Lights	LED Lights
0.0145 JD/H	0.008 JD/H

Maintenance hours

Previous Lights	LED Lights
3 hours per RTG monthly	Maintenance free

Climate Change and GHG Emissions

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

Climate change is having significant impacts on the planet and ACT believes that everyone has a part to play in bringing about real change. To raise awareness on climate change among its employees, ACT ran a four-day awareness campaign targeting 65 employees from various departments. The awareness sessions focused on the presentation of key messages on the challenges and solutions of global climate change.

In 2017, ACT reduced its GHG emissions from fuel consumption by %7 and experienced a decrease in the total GHG emitted per 1,000 TEUs by %8.

In compliance with the ASEZA requirements, ACT monitors noise and air quality of its facilities to ensure the noise and air emissions of Sulfur Dioxide (SO₂), Nitrogen Dioxide (NO₂), subscript Total Volatile Organic Compound (TVOC), and Carbon Monoxide (CO) are within approved limits.

65 

employees took a four-day climate change awareness course

%8 

decrease in GHG emissions per 1,000 TEUs

GHG Emissions

	2013	2014	2015	2016	2017
Total Greenhouse Gas Emitted from Fuel Consumption (CO ₂ tonnes eq.)	10,460	10,492	12,433	11,321	10,476
Greenhouse gas emissions from electricity consumption (Metric Tonnes of CO ₂ e)	3	4	4	4	3
Total Greenhouse Gas Emitted per 1,000 TEU	11.90	13.40	16.40	14.25	13.16

Air Emissions*

	2015	2016	2017
NO ₂ (PPM)	0.02	0.02	0.02
SO ₂ (PPM)	100.00	100.00	100.00
TVOC (PPM)	9.28	9.28	0.31
CO (PPM)	3.06	3.06	1.96

* ACT started monitoring its air emissions in 2015.

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 main areas: maintenance, water conservation, education, and retrofitting of machinery and tanks. By introducing water efficiency measures, ACT was able to improve its water consumption intensity by %27.

Sea Water Monitoring Programs

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

Water Consumption

	2013	2014	2015	2016	2017
Water Intensity (m ³ per 1,000 TEU)	56.3	40.4	49.7	58.2	36.7
Water Consumption (m ³)	35,227	38,793	44,131	39,976	29,243



Waste Management

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

ACT's recycling program allowed the company to reduce its waste levels by %18 and increase its waste recycling percentage to %18 in 2017, up from %14 in 2016.

As part of ACT's waste management plan and in collaboration with ASEZA, 100 recycle bins were distributed across ACT to encourage on-site recycling segregation. Collected cans, cartons, paper, plastic, metal and wood are recycled by a contracting company. Non-recyclable waste is disposed of in a responsible manner using the services of specialised sub-contractors. In 2017, ACT recovered over 53,000 Kg of paper and cardboard which were then recycled.

Waste Management Plan

Waste generated:



Approach:



- 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.

Since the start of its new waste management program in 2014, ACT generated more than JOD 266,000 of revenue by transforming waste into consumable products.



Waste Management

	2013	2014	2015	2016	2017
Total Waste Generated (kg)	155,288	280,293	114,350	361,000	297,565
Waste Recycled (%)	56	23	17	14	18
Solid Waste - Wood, Plastic and Others (kg)	32,065	39,240	170,000	219,000	175,841
Recycling - Paper and Cardboards (kg)	87,673	65,386	19,000	52,000	53,380
Landfill - Organic Waste (kg)	35,000	175,597	125,000	90,000	68,344

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 improve 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 the terminal's facilities and operations. Throughout the year, ACT conducted 6 scheduled drills to test ACT's response plan, the available response equipment, and the capabilities of ACT's response team.

In 2017, the total number and volume of spills dropped by %21 and %64, respectively.

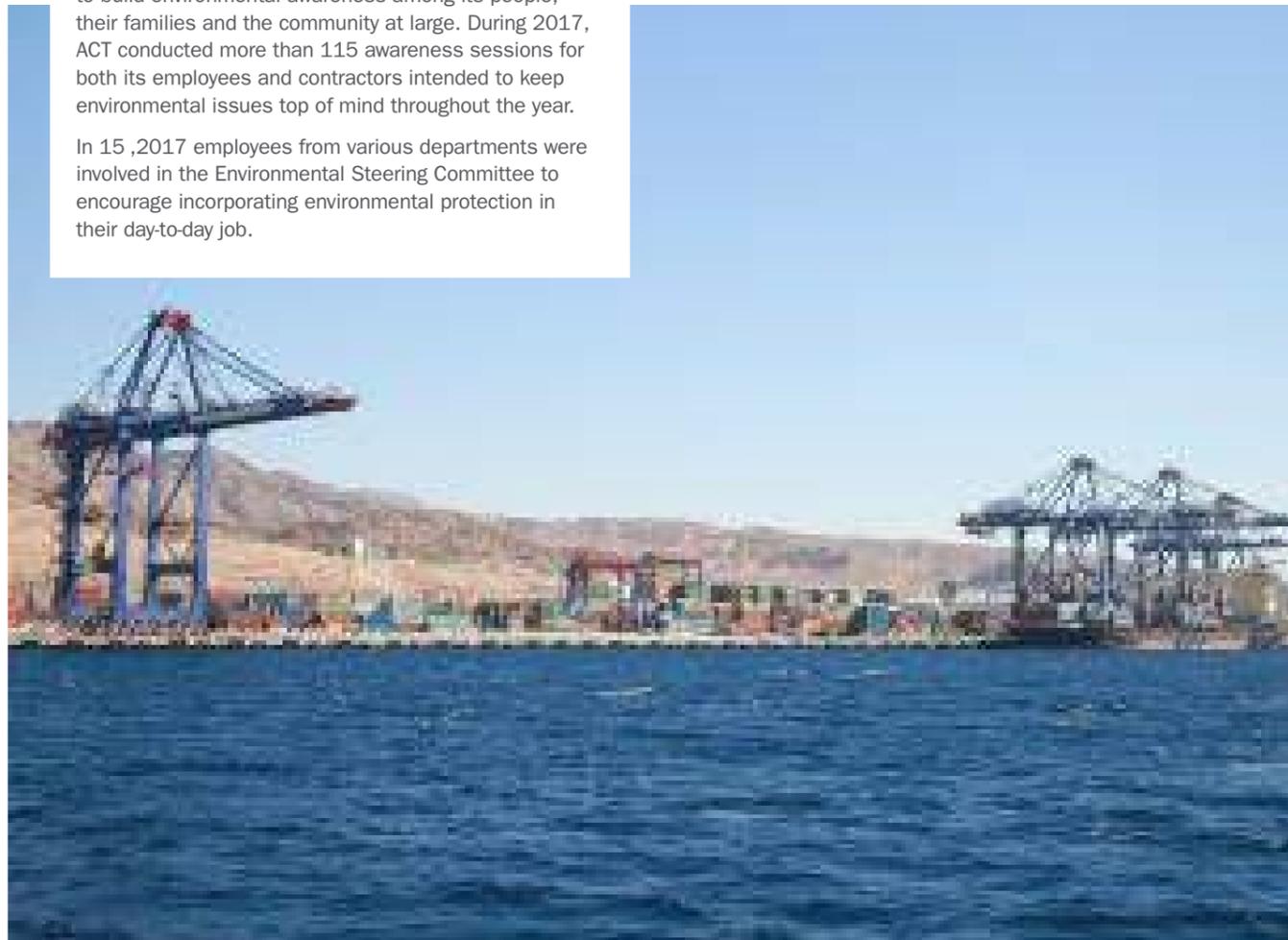
Oil Spills

	2013	2014	2015	2016	2017
Total Number of Oil Spills	29	25	19	24	19
Total Volume of Spills (litres)	404	313	280	991	357

Environmental Awareness

Through training and knowledge sharing, ACT strives to build environmental awareness among its people, their families and the community at large. During 2017, ACT conducted more than 115 awareness sessions for both its employees and contractors intended to keep environmental issues top of mind throughout the year.

In 15 ,2017 employees from various departments were involved in the Environmental Steering Committee to encourage incorporating environmental protection in their day-to-day job.



CHAPTER 4

Working Together, Sharing Together

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

As one of the major employers in Aqaba, ACT makes a strong contribution to the local economy and social development through employment of residents. While highly selective on resources that it employs, ACT provides attractive employment opportunities for Jordanians representing today and for the past 4 years 99.6% of the workforce.

ACT is committed to attract and retain passionate individuals who contribute to the terminal's everyday success. Engaging with employees through regular evaluation, feedback and satisfaction assessments helps develop a workplace which is more inclusive, where people feel valued and respected for the contribution they make to the business.

ACT seeks to be the catalyst for addressing young unemployment through building a pool of talented young Jordanian professionals. In 2017, ACT's workforce totalled 1,075, of which 29% are young professionals aged between 18-30 years old.

Workforce Profile (not including subcontractors)

	2013	2014	2015	2016	2017
Total Workforce	886	984	1,122	1,064	1,075
Workforce by Employment Level:					
Senior Management	6	6	7	7	6
Middle Management	22	22	26	25	26
Staff	858	956	1,089	1,032	1,043
Workforce by Age Group:					
18-30	312	410	465	334	315
31-40	301	330	318	381	388
41-50	244	218	274	285	276
51-60	29	26	65	64	96
Workforce by Gender:					
Female	20	19	20	18	20
Male	866	965	1,102	1,046	1,055
Nationalisation of Workforce					
Jordanian Rate	98.50%	99.50%	99.50%	99.50%	99.63%

Employees Children Tour Event

“Dad, what do you do exactly at work?”



“Well... come, I will show you”

Because it is not always easy to explain to our own kids what we do at work, we thought the best way is to show them!

Since August 2016, ACT has been welcoming the children of employees, in small groups of 10 to 20, to show the Terminal and its firefighting station (so much fun!).

The tour starts at the administration building where the children are given special safety vests and ID cards for a true experience. The HSSE building is the second stop of the tour, where the children are introduced to basic safety

measures and had the opportunity to visit the clinic, fire truck and ambulance vehicle to gain a better understanding of what a paramedic, firefighter and medical staff member does on a daily basis. The tour concludes with a preview of some of the equipment used in our operations, where we illustrate the great efforts needed to operate those huge machines.

Yes, all Mums and Dads working at ACT are super heroes!

In 2017, more than 35 children accompanied their parents for “Take Our Kids to Work” day at ACT.



ACT Summer Club

Summer has never been more fun! During the summer of 2017, ACT offered an exciting enrichment opportunity for its employees’ children in a fun summer club environment. The club offered a variety of activities targeted to children aged 16-8 with a focus on math, music and art.



Diversity, Inclusion and Equal Opportunity

ACT seeks to create an inclusive work environment that fosters collaboration based on mutual respect from the top down. ACT believes that different backgrounds, experiences and approaches help the company improve its ways of working, deliver better business results and drive innovation.

As an equal opportunity employer that does not tolerate any form of discrimination, ACT considers all qualified candidates for employment regardless of race, religion, or gender. ACT only accepts job applications through its website and its recruitment process includes clearly defined procedures that allow the company to select the best candidates for any position in the business.

Female Employment

ACT ensures to provide a workplace for women which is safe and free from discrimination. Regardless of gender, ACT offers fair pay and benefits to all its employees.

In 2017, women accounted for almost %2 of its total workforce and occupied %12 of its middle management positions. Almost %6 of ACT’s new hires were women in 2017.

%12 

of middle management positions are women

Female Employment

	2013	2014	2015	2016	2017
Female Employment Rate	%2.30	%1.90	%1.80	%1.72	%1.86
Females in Middle Management	%2	%2	%2	%8	%12
Female New Hires	0	2	0	0	2
Female Employees Who Left the Terminal	1	0	1	0	0

Parental Leave and Return to Work

ACT recognises the importance of work-life balance and encourages its employees to take parental leave to balance their careers with their parental responsibilities. In 4 ,2017 female employees initiated a period of parental leave, all of whom have returned to work.

%100 

Return to work rate of female employees that took maternity leave

Employer of Choice

ACT aims to be viewed as an employer of choice both internally and externally, offering competitive compensation and benefits, attracting the right people, and rewarding good work.

Compensation and Benefits

ACT invests in its employees by offering robust benefits that include, but are not limited to:

 Housing allowance	 Transportation	 Class A medical insurance	 Inflation adjustment and merit increase
 Saving allowance	 Life and cancer insurance	 Social fund	 Profit share
 Education support	 14 salaries	 Performance bonus	

Employee Engagement and Satisfaction

Each year, ACT asks its employees to participate in an annual employee engagement survey, giving the company deeper insights into the employees' satisfaction with their jobs, and workplace experience in general. Employees are encouraged to provide honest feedback and the results are incorporated into the management teams' action plans to address the challenges identified in the survey.

2017 marked a refresh of ACT's employee satisfaction survey. ACT, in cooperation with a new survey provider, introduced a newly designed employee engagement survey and made changes to the content and overall approach. The results using the refreshed methodology are not directly comparable to historic results. Nonetheless, the 2017 survey revealed favourable responses. ACT had an average employee response rate of 86% and recorded an overall satisfaction score of 3.8 (on a scale of 1 to 5).

Employee Engagement and Satisfaction

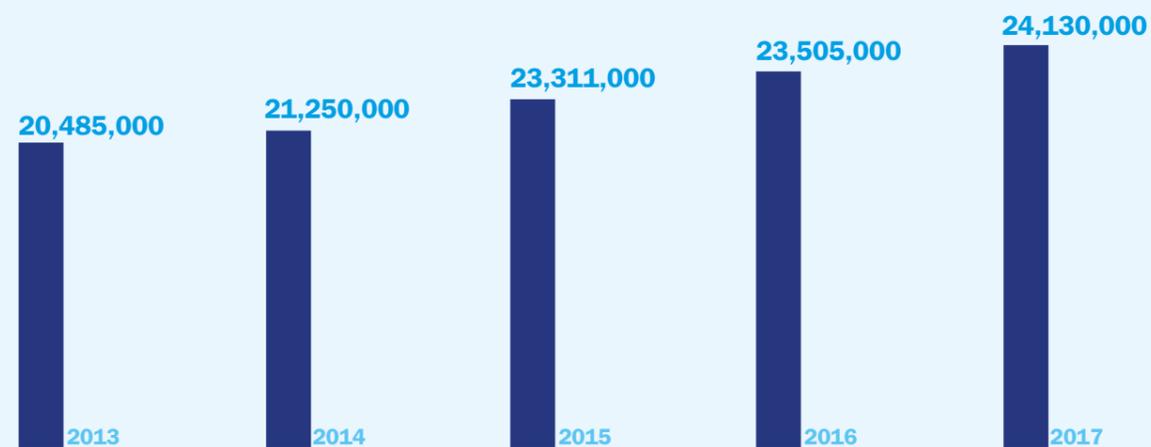
	2013	2014	2015	2016	2017
Employee Engagement and Satisfaction Score (0-5 scale)	4.2	N/A	3.65	3.9	3.82
Employee Response Rate (%)	-	N/A	-	91%	86%

86% 
employee response rate

3.8 
employee satisfaction score

ACT continuously engages its employees through different activities such as football and chess tournaments that tap into teamwork and team spirit.

Employee Wages and Benefits



Umra Sponsorship

As part of ACT's efforts to maintain the work-life balance and to keep its employees motivated, each year ACT sponsors 12 employees to perform Umrah. The sponsorships cover employees' visa, accommodation and transportation costs. To ensure fairness of the selection process, employees are given the opportunity to be included in a random draw. Employees can benefit only once from this activity.



Employee Attraction and Retention

Attracting and retaining the best talent is essential to ACT's continued success. ACT's successful efforts in nurturing a stable work environment are best reflected in its low turnover rate, which has remained relatively steady over the past three years at %5. In 2017, ACT quadrupled its new hires in comparison to previous year.

Through a systematic performance review process, ACT assesses the capabilities of its employees, examines gaps, and plans for future development. Each employee has an individual performance management plan. Together with their manager, they identify goals that are directly tied to ACT's corporate goals.

New Hires and Attrition

	2013	2014	2015	2016	2017
New Hires	117	119	139	8	35
Turnover (%)	%2	%3	%5	%5	%5

Training and Development

One of the main goals at ACT is to create a learning organisation where employees are passionate for learning, and team leaders are motivated to continuously improve and transform the company.

ACT offers many forms of technical skills and leadership development training, both internally and externally to ensure its employees continually have tools and resources to remain at the cutting edge of their work. In 2017, ACT offered its employees 15,213 hours of training at an average of 14 hours per employee.

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

Training

	2013	2014	2015	2016	2017
Total Number of Training Hours for All Employees	11,279	15,625	17,339	14,248	15,213
Total Cost of Training (JOD)	486,087	272,435	116,255	4,534	113,355
Total Average Number of Training Hours for Each Employees	13	16	15	13	14
Average Cost of Training Per Employee (JOD)	549	277	106	4	105



Sharing Knowledge and Expertise

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

In 5 ,2017 employees travelled to APM Terminals port in Salalah – Oman to provide technical support and assess the development of the port's management system. The team helped ensure the successful migration from SPARCS to Navis N4, the global technology standard for managing the movement of cargo through terminals. These five employees were selected based on their high efficiency and excellent knowledge in their work.



ACT's Economic Impact

ACT is an important consumer of goods and services in Aqaba, creating an environment for positive economic and social development throughout Jordan. Over the past 10 years, ACT has invested over USD 300 million in the terminal, expanding its capacity and improving its operations.

Additionally, 97% of the cash generated by the Terminal since 2006 has remained in Jordan. ACT reinvested close to 40% of its revenue into Terminal and equipment upgrades to prepare for the future. ACT is committed to investing and is interested in exploring opportunities to further contribute to the development of Jordan's economy through additional investments in other local projects.

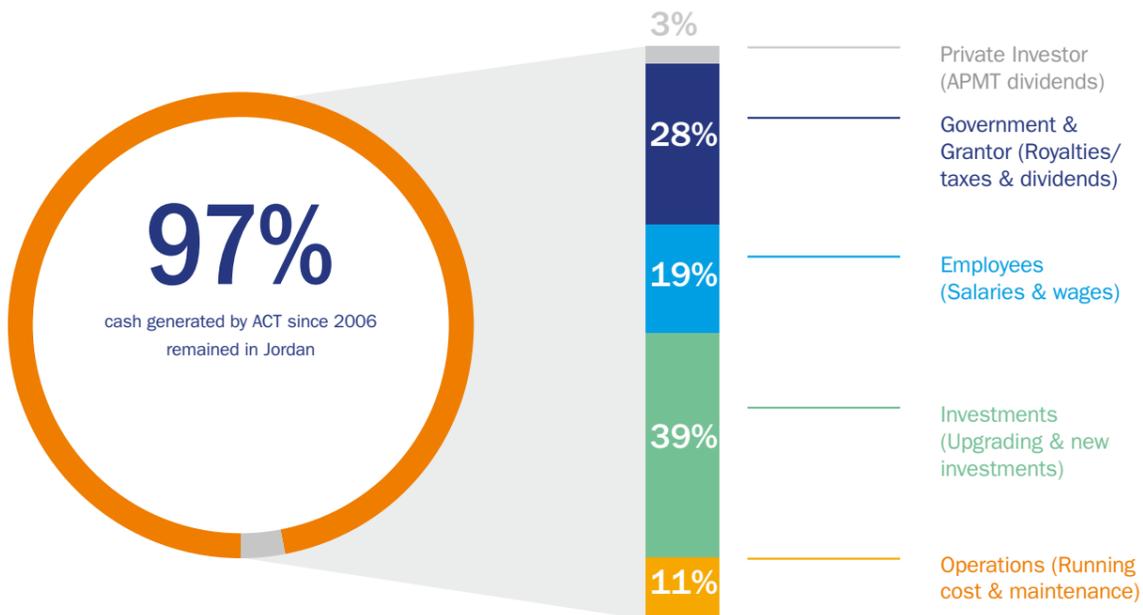
ACT creates significant social and economic value for Aqaba's community through its employees. The company is one of the largest employers in Aqaba, and as such, contributes to local economic development through salaries, wages and professional development, and strengthens the community through indirect job creation.

ACT's Economic Contribution to Jordan

ACT's extensive economic contribution to Aqaba brings benefits to many stakeholders and supports the economic development of Jordan. The company's positive impact is made through the revenues it generates to its shareholders, the payments it makes to the government, the investments it makes in Jordan, the employment opportunities it creates, and the support it provides to the local community.

In a study conducted in 2016 to assess ACT's contribution to the Gross Domestic Product (GDP) and employment in Jordan for the past 10 years, results showed that ACT's total contribution across the 10 years amounted to approximately JOD 650 million.

The average salary of a blue-collar worker at ACT is 2.3 times higher than the national average private sector worker in Jordan, while the ACT's GDP per worker is 3.2 times higher than the national GDP per worker in Jordan.



Over the past 10 years:

503m

ACT's direct contribution to GDP amounted to JOD 503 million

8,234

ACT's direct contribution to employment amounted to 8,234 years of employment*

20,900

ACT's total contribution to employment amounted to about 20,900 years of employment

0.24%

ACT's cumulative 10-year contribution represented 0.24% of Jordan's cumulative GDP**

ACT's Contribution to Public Finance



Enough to buy:



* Average of 823 years of employment per year from 2006-2015

** Restated because of improved calculation methodologies



ACT's Social Impact

ACT commits itself to working 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 focuses mainly on education, healthcare, caring for the environment, donations, sponsorships, and community engagement. ACT's CSR Committee manages the company's CSR activities and evaluates the success of each project, ensuring alignment with ACT's goals and objectives.

To make significant and lasting impact, ACT works with non-governmental organisations (NGOs) and community-based organisations in Aqaba. These partnerships maximise the value created through ACT's CSR initiatives, increasing its reach, while at the same time optimising cost.

Over the last five years, ACT contributed JOD 710,000 towards community programmes. In 2017, ACT contributed JOD 100,000 towards its CSR initiatives, representing %0.4 of pre-tax profits.

Apart from in-kind donations to deserving non-profit partners, ACT gives back to the community by actively engaging its employees in volunteering to deliver greater impact. In 2017, ACT logged 5,246 community service man-hours by 831 volunteers.

Supporting Local Suppliers

	2013	2014	2015	2016	2017
Community Investments as Percentage Pre-Tax Profits (%)	%0.780	%1.100	%0.800	%0.620	%0.424
Community Investments (JOD)	175,000	175,000	150,000	110,000	100,000

ACT's Contribution to Local Procurement

ACT's value chain depends on a wide range of suppliers. ACT, in alignment to the Jordan National 2025 Vision, gives preference to local goods and services in its contracting, and implements a tender process that complies with the company's strict commercial and ethical processes.

Over the past two years, ACT has spent over JOD 15 million on local procurement and contracts. In %79, 2017 of our total procurement spending was awarded to locally based suppliers and contractors.

Supporting Local Suppliers

	2013	2014	2015	2016	2017
Percentage of Spending on Local Based Contractors and Suppliers (% of Total Spending)	%35	%67	%77	%79	%79

Community Involvement in 2017:

831 

volunteer participants

16 

CSR projects

5,246 

man-hours of volunteering

301 

days of volunteering

100,000 

community investments

ACT's Strategic Community Investments

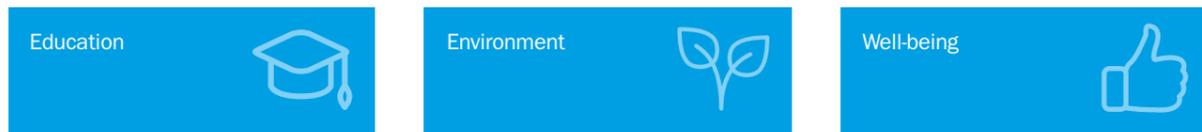
ACT's CSR activities flow from a well-defined strategy linked to its business case, focusing on a few selected areas for greater impact: education, well-being and environment.

ACT listens to its community members, non-profit partners and employees, and takes the time to understand. ACT monitors and measures the success of its initiatives and sets future plans on how to further improve its CSR programs to ensure maximum reach.

Sustainability Framework Focus Areas:



Community Development Focus Areas



Means of Delivery

- Monetary donations or investments
- In-kind donations
- Employee volunteerism

Some of ACT's flagship programs are highlighted on pages 66 - 61:

Education:

ACT focuses its efforts on providing educational opportunities to contribute to a brighter future for underprivileged children by providing school supplies and financial assistance to pay for school tuition and fees.



'Ekfal Taleb' Campaign

In 2017, and in line with its on-going dedication to expanding educational horizons for residents of Aqaba and the surrounding communities, ACT carried out its renowned 'Ekfal Taleb' campaign for the sixth consecutive year.

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

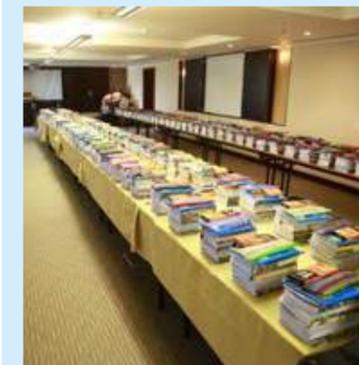
In partnership with Aqaba Governorate's Directorate of Education, ACT assists local communities by contributing to lowering the cost of education for the families most in need and to lowering the school dropout rate of their children.

In 2017, ACT distributed school supplies to over 600 underprivileged students from 21 different schools, providing children with materials essential to educational success and ensuring they receive sufficient supplies for the entire school year.

As part of the campaign, ACT seeks to empower girls through education. In 2017, ACT sponsored 50 students from the Al Shamilah School for Girls and paid their tuition in advance for the entire academic year.

47

volunteer participants



486

man-hours of volunteering



+650

beneficiaries



Engaging the Next Generation of Professionals

ACT believes that innovation starts with its people – and today’s students are the next generation of future leaders. Keeping this in mind, ACT invited university students for a three-day event through which they were given a tour and full briefing to understand ACT’s operations and its economic impact on the Jordanian economy.

As part of the event, 45 students participated in a beach clean-up activity and 15 participated in painting safety signage inside ACT premises.

134 

volunteer participants

710 

man-hours of volunteering



Well-being:

We aim to be a good corporate citizen by engaging in activities that support the less fortunate and improve community well-being.



Winter Campaign

Every winter, ACT welcomes the cold season by distributing warm blankets, food and winter clothes to aid families in need and to alleviate their suffering throughout the harsh season.

The campaign started its first phase in the areas of Wadi Araba (110 km from Aqaba) and reached Tafileh (200 km from Aqaba) in its second phase.

20 

volunteer participants

210 

man-hours of volunteering

290 

beneficiary families



'Ahl El Khair' Campaign – "Charity People"

'Ahl El Khair' is a socially driven and humanitarian-based food distribution initiative that takes place yearly during the holy month of Ramadan.

In 2017, ACT was able to distribute food packages to underprivileged families in Aqaba and the greater Aqaba region, including the cities of Rahmah, Qatar, Al-Risheh, Dabbet Hanout, in addition to Queirah and the surrounding area. In cooperation with the Helping Hand for Relief and Development (HHRD), ACT expanded its reach and distributed 250 additional packages to underprivileged Jordanian and Syrian families in the southern area. This strong partnership increased the number of parcels delivered by 8% from 2016.

23 

volunteer participants

482 

man-hours of volunteering

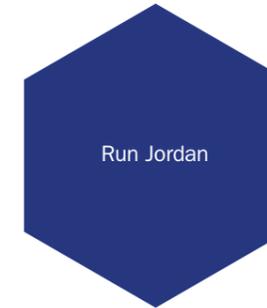
650 

food parcels



Environment:

We conduct awareness-raising activities that highlight the importance of protecting the environment.



Upcycling Activity

In 2017, ACT launched a volunteering upcycling activity in cooperation with Jordan University under the title of "Your Colour is Youth". Participants turned old tyres into colourful outdoor chairs. Over 50 university students participated in the event.

50 

volunteer participants

470 

man-hours of volunteering



Clean Up the World Campaign

In coordination with The Royal marine conservation society of Jordan (JREDS), ACT sponsored the 'Clean Up the World' campaign. Clean Up the World engages an estimated 35 million volunteers in 130 countries each year, making it one of the largest community based environmental campaigns in the world.

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



Run Jordan

In 2017 and for the fourth consecutive year, ACT was the silver sponsor of the Ayla Red Sea Half Marathon. The Ayla Red Sea Half Marathon aims to support a wide variety of charitable and humanitarian causes in Jordan by allowing runners to compete on behalf of the non-profit organisation of their choice. This allows the marathon to serve as a platform for numerous social, educational and humanitarian causes, while raising money for local NGOs.

27 

volunteer participants

120 

man-hours of volunteering



CHAPTER 5

Appendices

Appendix A – Acronyms

ACT	Aqaba Container Terminal
ADC	Aqaba Development Corporation
APMT	AP Moller Terminal
ASEZA	Aqaba Special Economic Zone Authority
BCA	Business Compliance Ambassadors
BI	Business Intelligence
CEO	Chief Executive Officer
CMO	Incident reporting system by APM named CMO
CO	Carbon Monoxide
CO₂	Carbon Dioxide
CO₂e	Carbon Dioxide Equivalent
CSR	Corporate Social Responsibility
EMS	Environmental Management System
FAQ	Frequently Asked Questions
GDP	Gross Domestic Product
GHG	Greenhouse Gas
GJ	Giga Joule
GMPH	Gantry Crane Moves Per Hour
GPG	Global Ports Group
GRI	Global Reporting Initiative
HHRD	Helping Hand for Relief and Development
HPH	Hutchinson Ports Holding
HSSE	Health, Safety, Security and the Environment
ISO	International Organisation for Standardisation
JOD	Jordanian Dinars
JREDS	Royal Marine Conservation Society of Jordan
Kg	Kilograms
Km	Kilometre
KPI	Key Performance Indicator
Kwh	Kilo Watt hour
LED	Light Emitting Diode
LTIF	Lost Time Injury Frequency
m³	Cubic Meter(s)
NGO	Non-Governmental Organisation
NO₂	Nitrogen Dioxide
PERS	Port Environmental Review System
pH	Potential of Hydrogen
PPM	Parts Per Million
QC	Quay Crane
RORO	Roll-on/Roll-off
RTG	Rubber Tyred Gantry Crane
SDGs	Sustainable Development Goals
SO₂	Sulfur Dioxide
TEU	Twenty-foot Equivalent Unit
TVOC	Total Volatile Organic Compound
USD	United States Dollar

Appendix B – Report Scope and Boundaries

Aspect Boundaries	The scope and aspect boundaries defined in this report reflect the information that is available to ACT at the time of production. ACT includes the performance of contractors where possible. ACT is committed to extending the reporting scope to include further information on stakeholders, supply chain and contractors in the future based on availability and relevance of data. Further engagement with stakeholders, both external and internal, will influence how ACT defines report content and boundaries in the future.
Materiality Process	<p>As noted in the sustainability section on page 17. 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) prioritisation of topics against stakeholder and company influence and impacts 3) validation of topic prioritisation and identification through review and evaluation 4) review of context on an annual basis. ACT's sustainability team led the identification process with the assistance of a third-party consultant. Initial assessments included the 41 specific disclosure topics from the GRI, and this list was then consolidated into the 15 topics that are presented in the materiality framework on page 19. ACT recognises the value of widening engagement with stakeholders to improve the materiality assessment, and to increase the relevance of the report in line with stakeholder priorities.</p>
Reporting Cycle	This report presents information and details of ACT's operations from January-December, 2017.
Reporting Principles for Defining Quality	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.
Balance	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.
Comparability	We include in this report data on our progress compared against our 2016 report.
Data Measurement Techniques	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.
Significant Changes	This report contains no significant changes in the scope, boundary, or measurement methods applied in the 2016 sustainability report.
Assurance	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"> Web-based communication system Trade missions Customer satisfaction surveys Annual sustainability report Website 	<ul style="list-style-type: none"> Transparency and accountability Operational efficiency Service excellence 	<ul style="list-style-type: none"> Sustainability report Sustainability strategy Port Expansion Project
Employees	<ul style="list-style-type: none"> Direct meetings Intranet Engagement workshops Team buildings Annual sustainability report Website ACT TV Volunteering activities 	<ul style="list-style-type: none"> Learning and development programs Reward and recognition initiatives Competitive salary packages Competitive benefits Open communication channels Health and safe working conditions Work-life balance Labour-management relations CBA 	<ul style="list-style-type: none"> Close relationship with Union Performance Management Health and safety policy Learning and development policy In-House & On-Job Training APM Global Terminal Development Programme (GTDP) Medical Check-ups Transportation, Health Insurance, Social Security, Employees Club, Annual leave. Superior Compensation Packages
Community (Local community, suppliers, Union)	<ul style="list-style-type: none"> Direct communication Participation in events Annual sustainability report Website CSR Committee and man hours 	<ul style="list-style-type: none"> Local development Job creation Volunteering activities Sponsorships Good citizen 	<ul style="list-style-type: none"> In-kind contributions Volunteering activities School refurbishments Local procurement Support on safety emergencies Health and safety awareness Local community engagement
Shareholders (APM, ADC)	<ul style="list-style-type: none"> Sustainability report Website 	<ul style="list-style-type: none"> Sustainable profits Transparency and accountability Good governance Business ethics Risk management Cost reductions 	<ul style="list-style-type: none"> Creation of a corporate sustainability committee Sustainability strategy Sustainability report Port Expansion Project
Government and Regulators (ASEZA, Customs)	<ul style="list-style-type: none"> Direct communication Meetings Annual sustainability report Website 	<ul style="list-style-type: none"> Transparency and accountability Good governance Economic value Job creation Compliance to policies standards 	<ul style="list-style-type: none"> Web-based communication system Regular meetings
Media	<ul style="list-style-type: none"> Press Releases Press conferences ACT's website CSR activities Tours inside the terminal Invitation for the major events that ACT is launching Keep in touch with the CEO on desk interview 	<ul style="list-style-type: none"> Clear and transparent information Close relationship Regular information monthly bases Press conferences for more engagement with the company 	<ul style="list-style-type: none"> Sustainability report Website

Appendix D – GRI Standards 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.



GRI Content Index			
GRI Standard	Disclosure	Page number(s) and/or URL(s)	Omission
GRI 101: Foundation 2016			
General Disclosures			
Organizational profile			
	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	6	
	102-5 Ownership and legal form	8-9	
	102-6 Markets served	6, 23	
GRI 102: General Disclosures 2016	102-7 Scale of the organization	15, 27, 49	
	102-8 Information on employees and other workers	48-55	
	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	40-41	
	102-12 External initiatives	37, 41	
	102-13 Membership of associations	31	
Strategy			
	102-14 Statement from senior decision-maker	5	
	102-15 Key impacts, risks, and opportunities	30, 36, 46	
Ethics and integrity			
	102-16 Values, principles, standards, and norms of behavior	8-9	
Governance			
	102-18 Governance structure	32-34	
Stakeholder engagement			
	102-40 List of stakeholder groups	18	
	102-41 Collective bargaining agreements	All ACT employees have formal individual labour contracts, where applicable, employees may also receive additional benefits under collective bargaining agreements.	
	102-42 Identifying and selecting stakeholders	18, 71	
	102-43 Approach to stakeholder engagement	71	
	102-44 Key topics and concerns raised	71	
Reporting practice			
	102-45 Entities included in the consolidated financial statements	Financial statements include the activities of ACT. No other entity is included.	
	102-46 Defining report content and topic Boundaries	19, 70	
	102-47 List of material topics	19	
	102-48 Restatements of information	57	
	102-49 Changes in reporting	There have been no significant changes to the report scope and aspect boundaries.	
	102-50 Reporting period	ACT reports according to the Calendar year.	
	102-51 Date of most recent report	2016 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, 72
102-55 GRI content index	72-75
102-56 External assurance	ACT does not seek external assurance for its sustainability report.

GRI 200 Economic Standard Series

Economic Performance

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	30
	103-2 The management approach and its components	30
	103-3 Evaluation of the management approach	30
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	30
	201-4 Financial assistance received from government	No financial assistance is given by the government.

Market Presence

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	49
	103-2 The management approach and its components	49
	103-3 Evaluation of the management approach	49
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	49

Indirect Economic Impacts

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	29, 56-66
	103-2 The management approach and its components	29, 56-66
	103-3 Evaluation of the management approach	29, 56-66
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	29, 56-66
	203-2 Significant indirect economic impacts	56-66

Procurement Practices

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	56, 58
	103-2 The management approach and its components	56, 58
	103-3 Evaluation of the management approach	56, 58
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	56, 58

Anti-corruption

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	19, 31
	103-2 The management approach and its components	19, 31
	103-3 Evaluation of the management approach	19, 31
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	19, 31
	205-2 Communication and training about anti-corruption policies and procedures	19, 31
	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.

GRI 300 Environmental Standards Series

Energy

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	40-41
	103-2 The management approach and its components	40-41
	103-3 Evaluation of the management approach	40-41

GRI 302: Energy 2016	302-1 Energy consumption within the organization	40-41
	302-3 Energy intensity	40-41
	302-4 Reduction of energy consumption	40-41
	302-5 Reductions in energy requirements of products and services	40-41
Water		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	40, 43
	103-2 The management approach and its components	40, 43
	103-3 Evaluation of the management approach	40, 43
GRI 303: Water 2016	303-1 Water withdrawal by source	40, 43
Biodiversity		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	40
	103-2 The management approach and its components	40
	103-3 Evaluation of the management approach	40
GRI 304: Biodiversity 2016	304-3 Habitats protected or restored	40, 62, 66
Emissions		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	40, 42
	103-2 The management approach and its components	40, 42
	103-3 Evaluation of the management approach	40, 42
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	42
	305-2 Energy indirect (Scope 2) GHG emissions	42
	305-4 GHG emissions intensity	42
	305-5 Reduction of GHG emissions	42
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	42
Effluents and Waste		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	40, 44-46
	103-2 The management approach and its components	40, 44-46
	103-3 Evaluation of the management approach	40, 44-46
GRI 306: Effluents and Waste 2016	306-2 Waste by type and disposal method	40, 44-46
	306-3 Significant spills	40, 44-46
Environmental Compliance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	40
	103-2 The management approach and its components	40
	103-3 Evaluation of the management approach	40
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	40
GRI 400 Social Standards Series		
Employment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	48-55
	103-2 The management approach and its components	48-55
	103-3 Evaluation of the management approach	48-55
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	54
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	52
GRI 401: Employment 2016	401-3 Parental leave	51

Occupational Health and Safety		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	29, 36-39
	103-2 The management approach and its components	29, 36-39
	103-3 Evaluation of the management approach	29, 36-39
GRI 403: Occupational Health and Safety 2016	403-1 Workers representation in formal joint management-worker health and safety committees	37
	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	37
Training and Education		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	48, 49, 54, 55
	103-2 The management approach and its components	48, 49, 54, 55
	103-3 Evaluation of the management approach	48, 49, 54, 55
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	48, 49, 54, 55
	404-2 Programs for upgrading employee skills and transition assistance programs	48, 49, 54, 55
	404-3 Percentage of employees receiving regular performance and career development reviews	54
Diversity and Equal Opportunity		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	34, 51
	103-2 The management approach and its components	34, 51
	103-3 Evaluation of the management approach	34, 51
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	34, 51
Local Communities		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	56-66
	103-2 The management approach and its components	56-66
	103-3 Evaluation of the management approach	56-66
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	56-66
Customer Privacy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	31
	103-2 The management approach and its components	31
	103-3 Evaluation of the management approach	31
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	0. In 2016 there were no complaints concerning breaches of customer privacy or loss of data

-  **Email:** customerservice@act.com.jo
-  **Twitter:** [ACTJordan](#)
-  **Facebook:** [Aqaba.Container.Terminal](#)
-  **LinkedIn:** [Aqaba Container Terminal-Act](#)
-  **Google plus:** [Aqaba Container Terminal-Act](#)

