



**ACT**  
AQABA Container Terminal



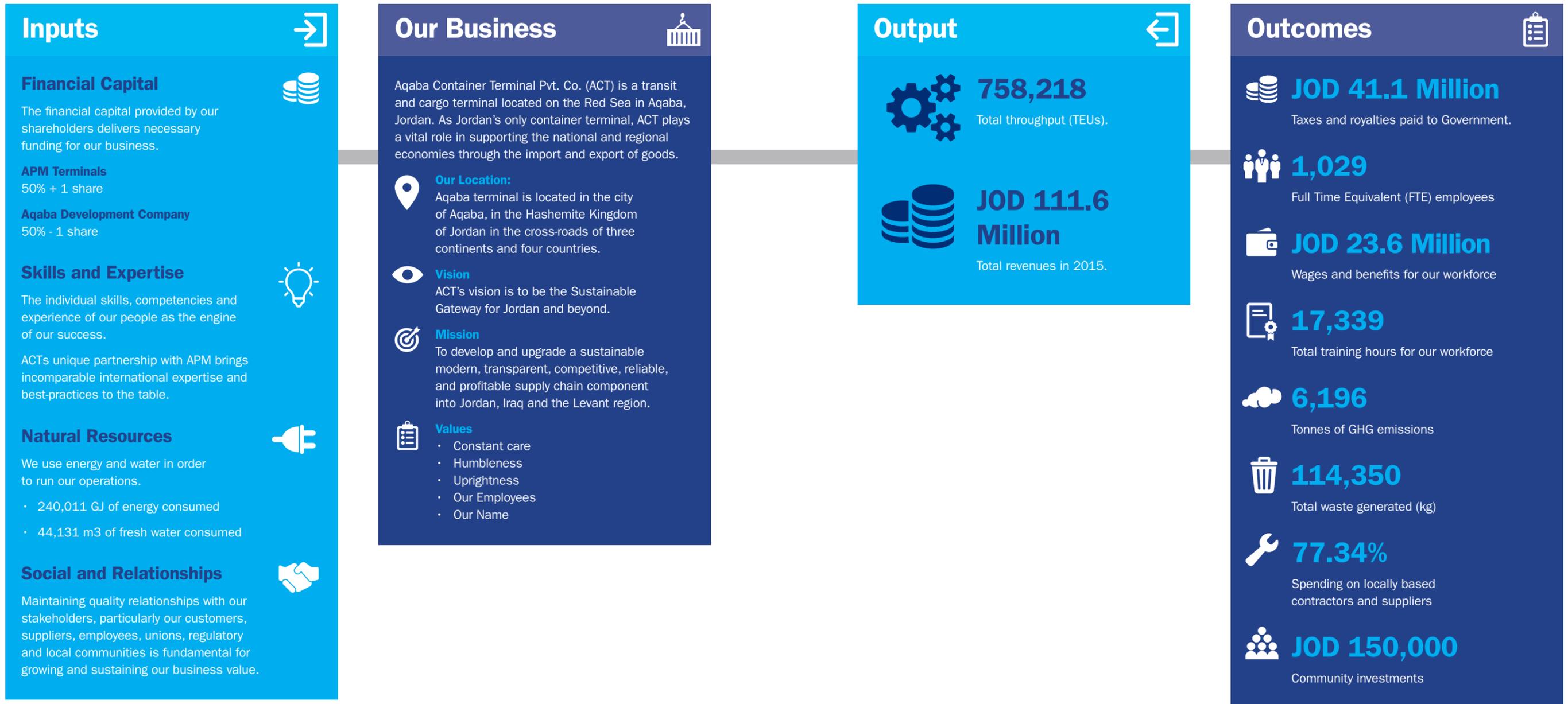
# Sustainable Gateway to Jordan and Beyond

MANAGED BY  
**APM TERMINALS**

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# ACT Value Chain



## Inputs

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

- APM Terminals**  
50% + 1 share
- Aqaba Development Company**  
50% - 1 share

**Skills and Expertise**  
The individual skills, competencies and experience of our people as the engine of our success.

ACTs 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.

- 240,011 GJ of energy consumed
- 44,131 m3 of fresh water consumed

**Social and Relationships**  
Maintaining quality relationships with our stakeholders, particularly our customers, suppliers, employees, unions, regulatory and local communities is 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 in the cross-roads of three continents and four countries.

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

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

**Values**

- Constant care
- Humbleness
- Uprightness
- Our Employees
- Our Name

## Output

**758,218**  
Total throughput (TEUs).

**JOD 111.6 Million**  
Total revenues in 2015.

## Outcomes

**JOD 41.1 Million**  
Taxes and royalties paid to Government.

**1,029**  
Full Time Equivalent (FTE) employees

**JOD 23.6 Million**  
Wages and benefits for our workforce

**17,339**  
Total training hours for our workforce

**6,196**  
Tonnes of GHG emissions

**114,350**  
Total waste generated (kg)

**77.34%**  
Spending on locally based contractors and suppliers

**JOD 150,000**  
Community investments

## About this Report

Welcome to ACT's fifth annual Sustainability Report, which provides a comprehensive update of ACT's sustainability performance in 2015.

This report contains Standard Disclosures from the Global Reporting Initiative (GRI)'s Sustainability Reporting Guidelines (G4 Reporting Guidelines). This report has been prepared in accordance with 'Core' requirements of GRI G4 Guidelines. The report GRI G4 Content Index and GRI Materiality Disclosures Service mark are included in Appendix C.

ACT is committed to annual reporting on the sustainability issues of greatest concern to its stakeholders. The company welcomes your feedback and suggestions through the following channels:

-  Aqaba.Container.Terminal
-  ACTJordan
-  Aqaba Container Terminal-Act
-  Aqaba Container Terminal-Act
-  customerservice@act.com.jo



## CEO's Message

In 2015, the geopolitical situation continued to worsen, and access to important trading markets was entirely cut off due to the continued closure of Jordan's borders in the countries surrounding Jordan. This situation has negatively affected Aqaba Container Terminal, and we experienced a drop in commercial volumes for the second year in a row. This story is unfortunately applicable to many companies in Jordan. Despite of these challenges, Aqaba Container Terminal continues to focus on sustainability. The Executive Management Team and all of our employees are constantly pursuing higher standards on economic, social and environmental matters. We view the efforts and resources we deploy in sustainability as an investment in our future competitiveness. In this regard, 2015 was a successful year, as Aqaba Container Terminal is in a better position than in previous years.

Our role as the only container port in Jordan brings a responsibility to all of our stakeholders. This is a responsibility APM Terminals and other operators take very seriously. At Aqaba Container Terminal, we all share the distinctive set of values that drive the way we conduct business at APM Terminals worldwide, including our commitment to the UN Global Compact along with our commitments to our people, customers and communities. We act with integrity and obey the law, and we never tolerate bribery and corruption.

At Aqaba Container Terminal, we offer some of the best working conditions in the country. We want to attract and retain the best and brightest people from the broadest pool possible, and ensure that we select the right candidates, based on merit, skills and personality. Equal opportunities in employment, and development are basic rights, as is a workplace free from discrimination and harassment.

Aqaba Container Terminal is committed to delivering high levels of customer service through safe and productive operations. In 2015, the positive development of our safety performance was recognised by two safety awards, and we ended the year with a historical record in productivity. Furthermore, we work closely with all of our supply chain partners in order to increase efficiency throughout the entire logistics chain.

In 2015, Aqaba Container Terminal made several direct donations to local communities, and our employees put in more than 6,000 hours of volunteer work. We also invested proceeds from our business into Jordan; out of all incomes generated since APM Terminals took over the operational management and majority shareholding in 2006, only 3% of those incomes have been expatriated outside of Jordan in the past 9 years. The remaining incomes were spent in Jordan: investments; taxes and royalties to the Government; salaries and wages; and running costs.

In the coming years, we will continue to unlock opportunities for our company and society. Thank you for your interest in Aqaba Container Terminal and our sustainability report.

**Jeppe Nymann Jensen**  
Chief Executive Officer



## 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 imports and exports to and from surrounding countries. 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 Suez and the Mediterranean Sea.**

Without prior notice, ACT managed to handle this sudden and impressive surge of export containers (46% up) at the busiest time of the year, thus demonstrating its strong support of Jordan industries and affirming its status as the most sustainable gateway to the Levant.

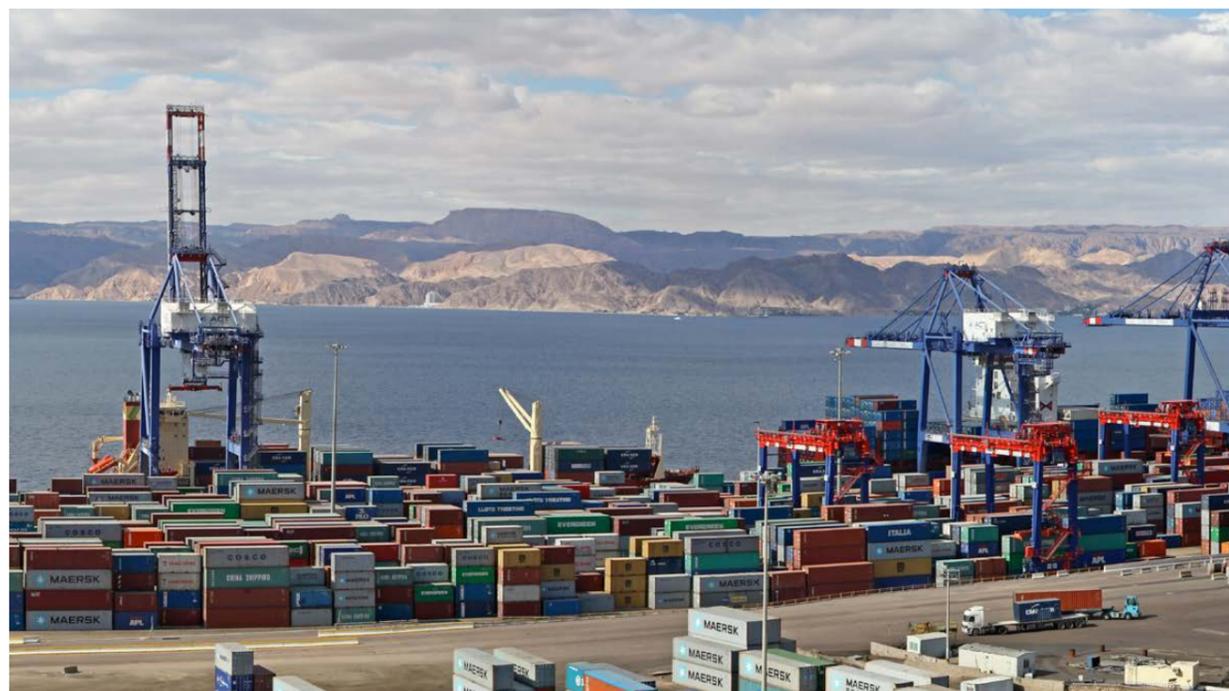
### APM Terminals Advantage

ACT is a joint venture between the Aqaba Development Corporation (ADC) and APM Terminals — operating via a 25-year build-operate-transfer agreement signed in 2006. APM Terminals is a company of the Maersk Group, the world's largest shipping and logistics companies. It operates a Global Terminal Network of 72 operating port and terminal facilities and 140 Inland Services operations, as well as providing independent Crane Engineering Services to the global port industry, with a presence in 69 countries on five continents. With the largest and most balanced Port and Terminal global portfolio, APM Terminals has brought extensive international experience as well as commercial and operational best practices to Jordan.

Aqaba Container Terminal today is the logistical and economic backbone of the Aqaba Special Economic Zone Authority (ASEZA), serving as the preferred gateway to the region for

many active markets around the world. Under APM Terminals management, the terminal has been a shining example of a large-scale establishment, operating under progressive leadership and sustainable growth.

In 2014, a report from Jordan Government concluded that ACT excelled in operational safety and quality, and its social and economic impact, amongst other areas. ACT was also deemed a model privatization venture; within its category (ventures based on a build/operate/transfer (BOT) structure) This set-up resulted in improved company performance in safety, productivity and efficiency.

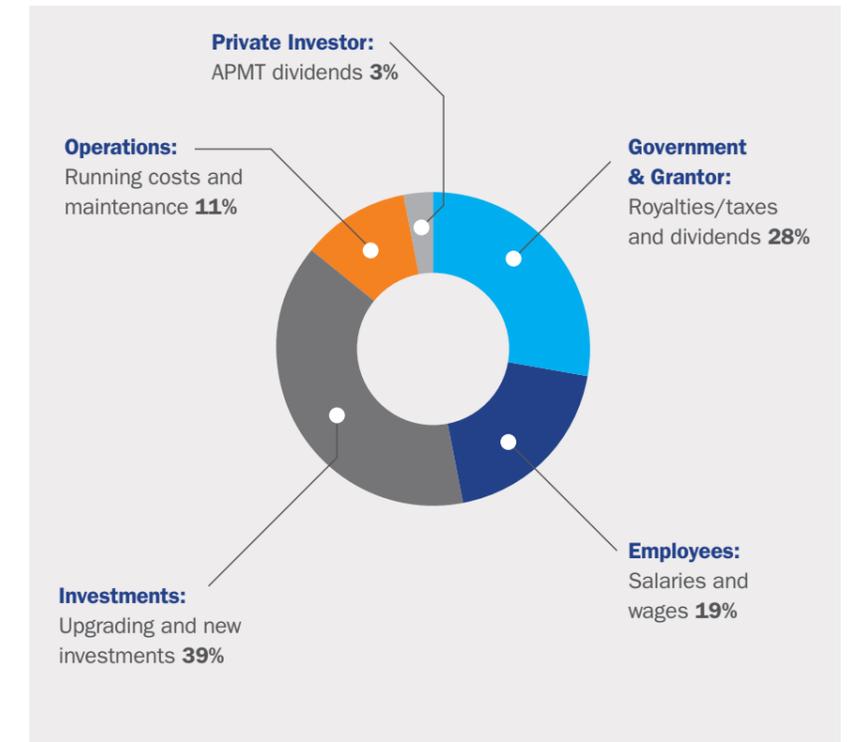


## Investing in Jordan

**The development of ACT has been established, with APMT as management control, there has been a significant investment in Jordan's economy. ACT is the Kingdom's only container terminal and a hub for international import and export activity for Jordan. 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.**

Being managed by APM Terminals, ACT has benefited from adopting the leading operational and commercial standards. 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 cash generated by the Terminal has stayed in Jordan. ACT reinvested close to 40% of its revenue into Terminal and equipment upgrades to prepare for tomorrow.



# Sustainability at ACT

At ACT, success is measured by the value it creates, including the economic value to its shareholders, employees, the communities in which it operates, and 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 readers can understand the company's actions, impacts and shared goals and targets towards the creation of a sustainable future.

### ACT Sustainability Framework: Organising Our Approach

ACT's sustainability framework allows the company to organise and address priorities or material issues, and provide specific performance metrics to track progress. The sustainability framework is an invaluable link between the company's actions and commitments. The framework defines seven goals, aimed at achieving the ACT vision of being the sustainable gateway to Jordan and the Levant.



### Reporting on What Matters

ACT's sustainability focus is on the areas that are most valuable to the business and its stakeholders. In 2014, ACT conducted a comprehensive internal review of the topics that were covered. Each year these issues are re-evaluated to ensure that the materiality assessment reflects the priorities of the business and its stakeholders.

ACT reviews and refines its materiality assessment every year. Safety and Security remains a non-negotiable top priority at ACT. While in 2015 the company focused its efforts further to strengthen the governance through various initiatives including the introduction and rolling out the APM Terminals code of conduct, anti-corruption, legal compliance training and other major areas covered under

governance. Furthermore, ACT focused on the operational efficiency and performance whereby the company increased its contribution further to the wider supply chain. Finally, the financial performance and the company contribution to Jordan and the community are the three most valuable areas to the business and key stakeholders. More details about the materiality process are presented in Appendix A.



- Materiality Matrix**
- Economic+Social Aspects
  - Economic+Social + Environmental Aspects
  - Economic Aspects
  - Environmental Aspects
  - Social Aspects

GRI G4-24 | GRI G4-25

**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 improve.

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 B.



**Review of Our 2015 Sustainability Commitments**

In line with ACT's sustainability management approach, the company made a number of performance commitments across key areas of impact. In 2015, ACT performance on these commitments was as follows:

- 96% waste segregation.
- Implementation of Fatal Five Safety Campaign.
- Zero fatalities.
- Positive improvement in lost time injury frequency to 1.65 (per million man-hours).
- Double the number of safety audits conducted from 3 in 2014, to 6 in 2015.



**Chapter 1**

**Making Jordan a Terminal of Choice**



# A Regional Gateway

In recent years, ACT's role in the region has expanded from a feeder port to a well-developed mainliner container terminal, and a gateway to the Levant region. ACT completed the berth expansion project in 2013, which enables the terminal to accommodate larger and an increased quantity of vessels.

As many of the surrounding countries suffer from unstable political climates and escalating conflict, Jordan remains one of the few stable countries in the Levant region. ACT's role has become

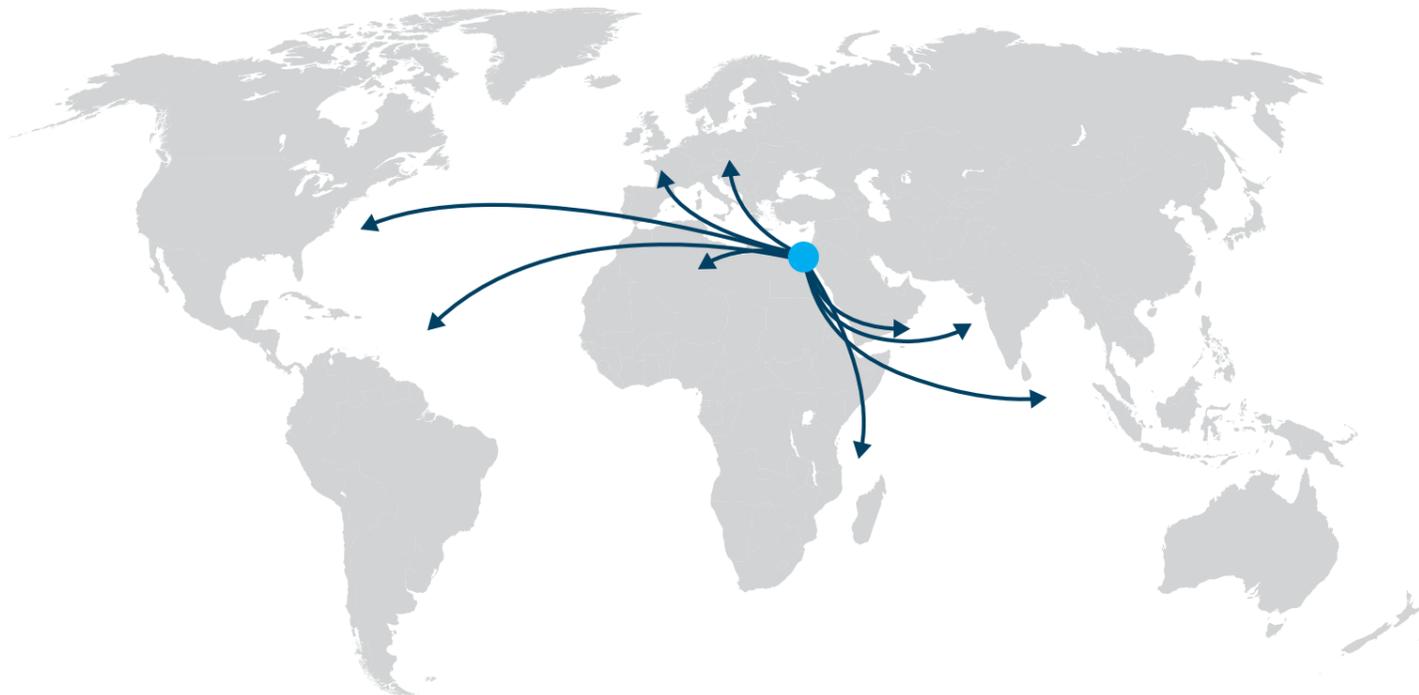
only more important for Jordan in this current regional political climate. These regional challenges have significantly affected the company's operations and revenues in 2014 and 2015. Overall, the container terminal throughput was lower in 2015 than the previous year because of significant drops in imports for Iraq and Syria. In this context, it is interesting to note that the Jordanian market showed resilience, with an increase of 5.5% compared to 2014. This can be attributed to several factors including: an influx of refugees

increasing the demand for food and basic goods; a growing number of Iraqi traders purchasing goods from the local Jordanian markets (mainly around Amman) instead of importing full containers in-transit; and some Syrian industries relocating their businesses and factories to Jordan. In 2015, the full container exports witnessed a 28% increase, which was mostly due to the closure of the Syrian borders, restricting the access by road to neighbouring markets and redirecting the cargo to ACT to be shipped by sea instead.

### Container Movements

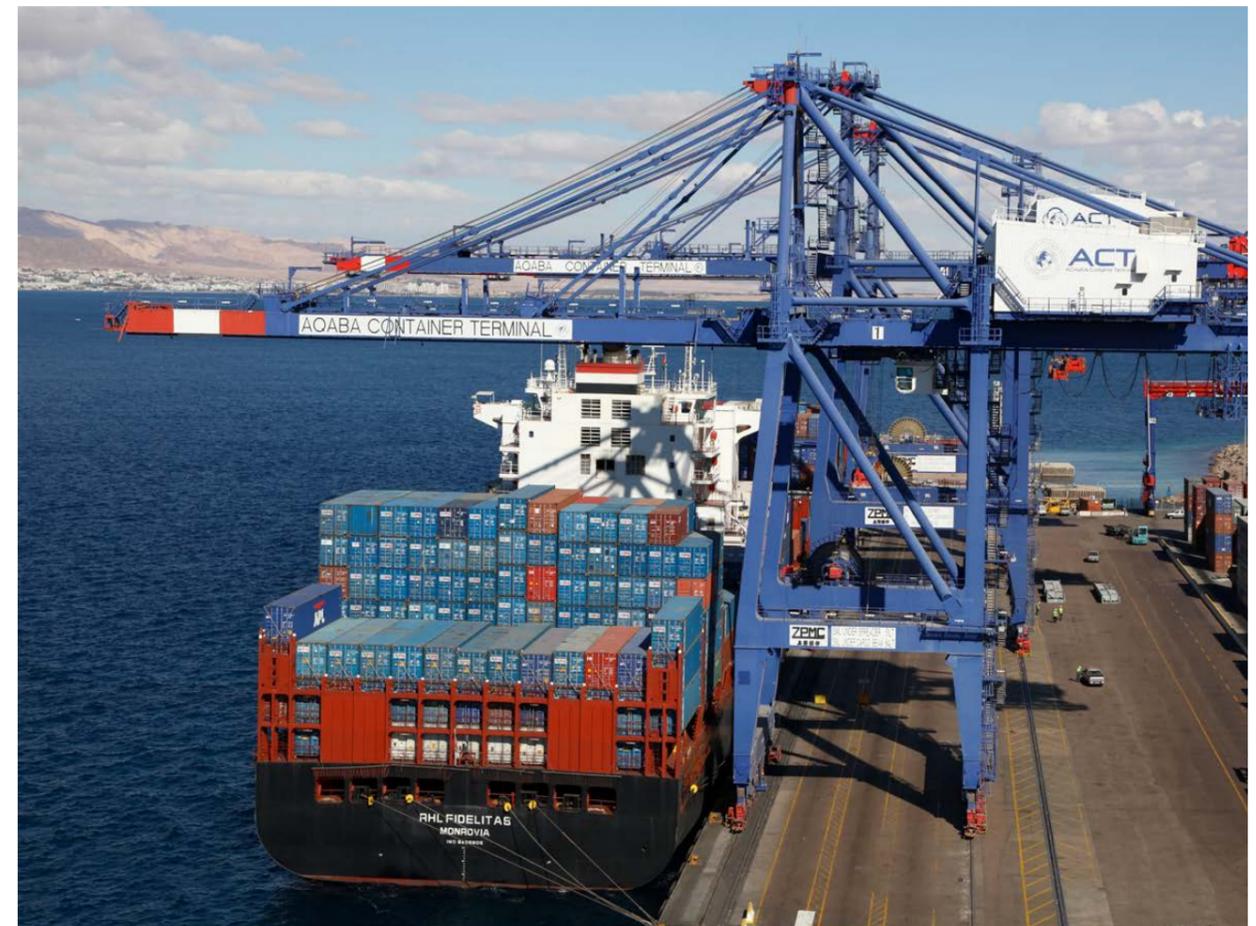
	2011	2012	2013	2014	2015
Total Throughput (TEU)*	705,648	817,434	872,812	781,291	758,218
Full Export (TEU)	64,189	64,208	77,343	86,940	111,241
Transit (TEU)	102,128	104,003	92,094	51,850	19,546
Full Import (TEU)	358,092	410,195	439,433	393,962	377,995

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



### 2015 Lloyd's List Global Awards Port Operator Award

In 2015, ACT was shortlisted for the Port Operator Award for its efforts in establishing new industry standards in the areas of productivity, investment in developing markets, multiports, safety, inland services and innovation. Lloyd's List is a business intelligence firm, and leading expert in the international shipping and transport industry. Furthermore, ACT has been recognised as one of the top five terminal operators in the Middle East and India.



# Foundation for Excellence

**2015 Highlights**

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**JOD 111.6 Million**   
Total Revenue

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**1,029**   
Full time Equivalent (FTE) Employees

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**13.5%**   
Return on Investment

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**JOD 23.6 Million**   
Employee Wages & Benefits

## Operational Efficiency

Since APM Terminals established management of ACT operations, significant progress has been made in improving operational efficiency.

Operational efficiency stems from efficient use of machinery and manpower that is needed to load, move and unload containers as well as effective management of yard space.

### Predictive Maintenance Programme

ACT operates a predictive maintenance programme that monitors and pre-emptively enables maintenance to machinery to ensure that it operates at optimum efficiency and reliability. Predictive maintenance is akin to annual car check-ups at the

garage, providing an opportunity for maintenance and replacements to take place before a problem arises, thereby eliminating the risks and challenges associated with machinery breakdowns in the field.

### Deck Structural Improvements

In 2015, ACT completed a full review of the fundamental structural elements within the existing deck. Based on the review, ACT plans to upgrade and strengthen the existing deck to ensure the quality and durability of the structure.



From a financial perspective, ACT's operational cost intensity has increased by 2% between 2014 and 2015. Operational costs are an on-going challenge for ACT since the costs of electricity (+100%), petrol (+45%) and labour have all increased substantially since 2010 and only partially recovered through the tariffs adjustment of 2014.

The Operations team is constantly looking for ways to improve efficiency and reduce costs in a responsible way. In 2015, ACT installed Tadger devices on all RTGs, which reduced the amount of fuel used by 2.45 litres per hour and saved JOD 12,000 per month.

### Energy Efficiency as a Tool for Operational Efficiency - Hybrid Cranes Pilot

To operate its yard cranes, ACT is piloting a hybrid system similar to the ones found in many cars today. Unnecessary energy consumption can occur when the cranes are idle and waiting for more containers to move. This pilot program aims to reduce the energy used while the cranes are idle. If successful, this will be a model program for the industry. It is estimated that this technology will use 54% less fuel.

In 2015, ACT operations performance improved as a result of efficiency initiatives and process improvement programs. Gross crane productivity increased 10% between 2011 and 2015.

ACT's operational costs remain one of the major challenges affecting the company's financial performance. In 2015, ACT was impacted by the national increase in electricity prices as well as periodic 5-year Container Handling Equipment maintenance leading variable operational costs increasing by 1.2 JOD per TEU, compared to 2014. ACT's long-term focus is to work on operational efficiency to ensure that revenue growth is not outstripped by operating expenses.



**Operational Efficiency**

	2011	2012	2013	2014	2015	5-year Trend
Total Throughput (TEU)	705,648	817,434	872,812	781,291	758,218	7%
Gross crane productivity (1)	27.56	28.60	29.31	26.92	30.32	10%
Truck turnaround time (hours) (2)	0.83	1.51	1.96	0.89	0.86	4%
Dwell time for full import (days) (3)	10.1	10.7	10.0	11.7	11.9	17%
Operational Cost Intensity (JOD/TEU)	47.72	49.08	57.97	80.25	82.00	-71.9%

(1) The 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.

(2) We report a truck handling time, not turn time, the truck flows through the terminal are restricted due to customs processes conducted within the terminal, we report truck entry (gate in) to average time of all containers handled for truck visit.

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

**Building Capacity for Better Operational Efficiency**

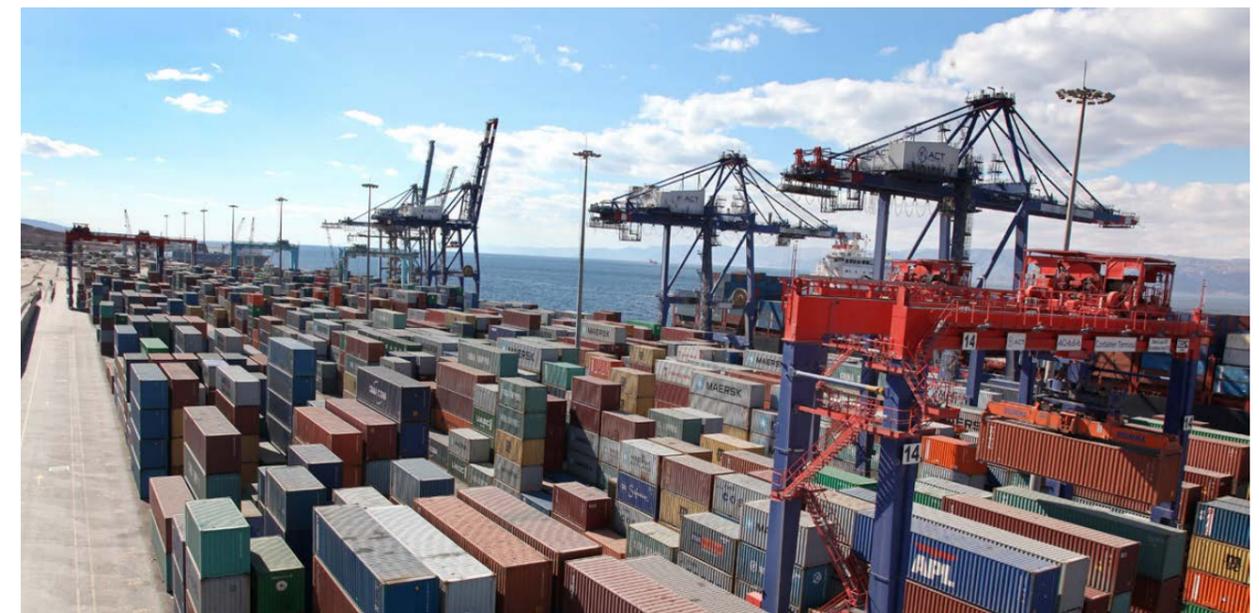
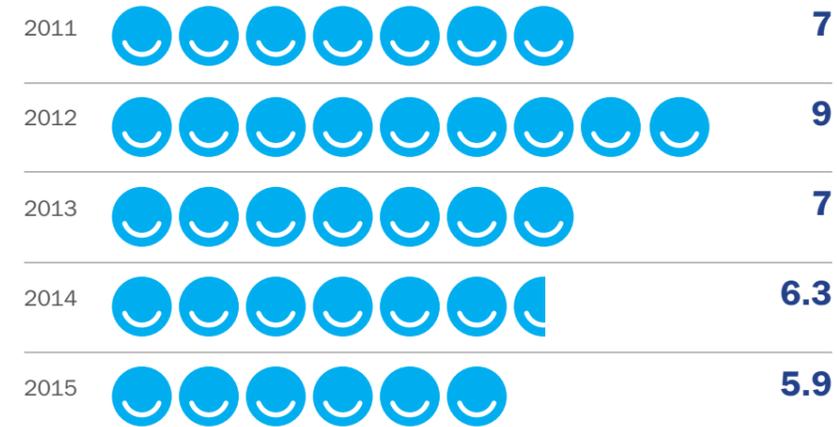
ACT has traditionally had both electrical and mechanical technicians who respond to any issues in their respective area of expertise. However, this means that when an electrical technician encounters a mechanical problem, they cannot address it immediately and instead have to wait for a mechanical technician to come and respond to the issue. ACT is changing its training model to train all new technicians in both electrical and mechanical engineering skills, enabling them to respond to either type of issue that occurs in their work, reducing the response time.

# Customer Satisfaction

**ACT is committed to the development and maintenance of healthy customer relationships by delivering second-to-none services. Unfortunately, in 2015 the Customer Satisfaction score dropped to 5.9 out of 10. This drop is primarily attributed to the continuous cargo clearance issues that port users experienced when Jordanian Authorities conduct cargo inspections within the container terminal.**

Following the recommendations made by international consultants to the relevant Jordanian Authorities in 2007, cargo inspections will be eventually relocated outside of the Terminal in 2016, allowing the Terminal to operate with less external disruptions than in previous years to the satisfaction of the port users (and the Terminal).

**Customer Satisfaction Score**



# Financial Performance

**ACT is proud of its contribution to the economy, and the well-being of the community, distributing economic value through wages, benefits, taxes, royalties and payments to investors. ACT's direct contributions in 2015 reached around JOD 65 million, including wages and benefits of JOD 23.6 million.**

ACT has also contributed to the increase in employment opportunities

in Aqaba through the procurement of goods and services from the local economy. In an effort to better understand and quantify the company's direct and indirect economic impact, ACT will complete an Economic Contribution Assessment in 2016.

Due to the conflict in the neighbouring countries of Syria and Iraq, there has been a reduction in container volumes that has negatively affected the financial

performance of ACT over the past two years. ACT has actively engaged in cost reduction initiatives, helping to mitigate the financial impact of the volume reduction. This was further alleviated by an above average storage revenue, caused by cargo inspection inefficiencies outside of ACT's control, that resulted in cargo remaining with us for longer periods of time.

**Financial Performance (JOD)**

	2011	2012	2013	2014	2015
Revenues	60,697,000	74,262,738	86,005,000	99,039,000	111,563,000
Year to year variance	-	22%	16%	15%	13%
Operating Costs	26,738,000	33,266,000	41,817,000	51,524,000	62,451,000
Year to year variance	-	24%	26%	23%	21%
Employee wages & benefits	13,077,000	15,767,000	19,707,000	21,000,000	23,352,000
Year to year variance	-	23%	26%	5%	11%
Royalties paid	12,139,000	14,853,000	18,718,000	28,881,000	38,555,000
Taxes paid	962,028	1,833,919	1,699,716	1,227,347	1,320,744
Cost per container moved	98	94	114	157	188
Return on invested capital	20.2%	22.5%	14.5%	11.7%	13.5%



# Good Governance

**Solid and ethical business practices are the foundation of a successful business. For years, ACT has been relying on transparent, structured and monitored reporting and governance systems to prevent corruption, fraud and illegal actions. In 2015, ACT maintained its focus protecting its employees from malpractice through compliance awareness campaign and audits.**

ACT has an anonymous whistleblowing system that enables all employees to report any cases of suspected illegal activities, including but not limited to fraud, corruption, insider-trading, competition law breaches, foreign trade controls violations, deliberate breaches of IT security, harassment, and discrimination. In addition, ACT conducts a comprehensive annual audit to meet APM Terminals governance standards.

Compliance with local and international laws and regulations is one of ACT's fundamental business principles. In 2014, ACT introduced the Legal Compliance Manual developed by the APM Terminals legal team at The Hague. It consists of guidelines related to competition law, anti-corruption, foreign trade controls, and other governance related topics.

**H.E. Mohannad Al Qudah**  
Chairman - Representative of Aqaba Development Corporation (ADC)

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

**H.E. Ghassan Ghanem**  
Representative of Aqaba Development Corporation (ADC)

**H.E. Mahmoud Khlafat**  
Representative of Aqaba Development Corporation (ADC)

**Mr. Rashad M. Toukan**  
Representative of A.P Moller Finance S.A.

**Mr. Philip M. English**  
Representative of A.P Moller Finance S.A.

**Mr. Soren S. Jakobsen**  
Representative of A.P Moller Finance S.A.

### Board of Directors

ACT Board of Directors consists of seven nonexecutive 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. Two new board members joined the board in 2015: H.E. Mohannad Al Qudah, as Chairman of the Board, and H.E. Mahmoud Khlafat, as a representative of Aqaba Development Corporation.

### Board of Directors

	2011	2012	2013	2014	2015
Percentage of independent director (%)	100%	100%	100%	100%	100%
Under 30	0	0	0	0	0
30-50	2	1	1	2	1
Over 50	5	6	6	5	6

The Audit Committee is a permanent sub-committee of the ACT Board, responsible for reviews and oversight of company operations. These include the implementation of internal controls, integrity in financial reporting, compliance with statutory requirements, and risk management. The sub-committee consists of two independent members represented by Aqaba Development Corporation (ADC) and A.P Moller Finance S.A. The Audit Committee meets twice a year and is steered by ACT's Internal Auditor.

### Senior Management Team

Mr. Jeppe Jensen, who joined ACT in October 2013, leads the ACT senior management team. The management approach is defined by continuous engagement, which creates an open management structure where all employees are encouraged to

communicate directly with relevant parties from line management to the CEO. The seven individuals in the senior management team represent more than 75 years of experience in shipping and logistics.

**Jeppe Nymann Jensen**  
Chief Executive Officer

**Mr. Vincent Flamant**  
Chief Commercial Officer

**Mr. Jan Bandstra**  
Chief Financial Officer

**Mr. Khalil Abu Al Hawah**  
Project Implementation Manager

**Mr. Taysir Balbisi**  
Human Resources General Manager

**Mr. Feras Al Taweil**  
Head of HSSE

**Mr. Robert Snow**  
Chief Operations Officer



### Sustainability Governance

Sustainability governance at ACT is integrated into every aspect of the business. The team comprises five employees from ACT's main departments encompassing commercial, operations, human resources, finance, HSSE, governance and communications. The team is responsible for the collection 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 11 members including the executive management team and sustainability committee members.

Sustainability Steering Committee  
(Executive Board, 11 members)



Sustainability Committee  
(5 members)



Sustainability Coordinator



# 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.

### 2015 Highlights

- 100%  
 Employees Trained in Health & Safety
- 6  
 External Safety Audits
- 0  
 Fatalities
- 3,817  
 Safety Observations Reported

# 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 on ships 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 unsafe behaviours. Health and safety criteria are applied to the supplier evaluation and selection process. As a result of ACT's management practices and training programs, there were no fatalities in 2015. In 2016, ACT will conduct a safety climate survey among its employees, to gain feedback on current safety management practices and determine exactly how the workforce feels about safety. This in turn will help identify the gaps that will be addressed and measured for impact at the end of 2016.

### 2015 APM Terminals Global Safety Performance Award

APM Terminals awarded Aqaba Container Terminal with the Global Safety and Performance Award at the annual Global Leadership Conference in Rotterdam. The company received this award in recognition of the outstanding commitment to safety in operations. In 2015, ACT completed a full assessment of all of the possible operational safety risks, and based on this, implemented an improved risk management process. The company also created a new Risk Assessment Handbook as a reference tool for employees.

Training is an important part of health and safety management at ACT, which is why the company makes sure that 100% of its employees and contractors have received training in ACT's health and safety practices.

In 2015, 38% fewer near-miss incidents were reported compared to 2014. ACT completed 6 external safety audits, which is double the number that was conducted in 2014.

Employees are encouraged to report unsafe acts and unsafe conditions. These safety observations encourage proactive preventions of incidents and help maintain a safe workplace. 3,817 safety observations were reported in 2015, almost quadrupled since 2013.

### External Safety Audits



### Safety Performance

	2011	2012	2013	2014	2015
Lost Time Injuries Frequency Rate (per million man hours)	1.52	0.78	1.07	0.96	1.65
Fatalities (contractors and employees)	0	0	0	1	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%
Near Miss Incidents	70	83	148	240	148
Safety observations reported (unsafe act and unsafe condition)	-	-	750	3,850	3,817

In December 2015, Aqaba Container Terminal also conducted an emergency response drill, to further mitigate risks in its operations. The emergency response team, along with Jordanian Civil Defence and Jordan Bromine Company, conducted the drill, which formulated a scenario of a tipped Bromine tank while in handling process.

The drill was successfully conducted and the response was efficient and prompt. The drill aimed to evaluate the preparedness of ACT's response team and their emergency equipment, while familiarising the Jordan civil defence team with bromine emergencies and ACT yards and work style. In addition, the drill

was an opportunity to enhance the communication between all parties and check on new updates concerning Bromine and emergency response techniques.



### Fatal 5 Safety Campaign

In 2015, ACT implemented the Fatal 5 Safety standards as part of an APM terminal-wide effort to improve safety performance. The Fatal 5 safety standards raised awareness about the five aspects of operations that pose the greatest risk, and comprise 90% of the serious safety incidents that are reported at an APM Terminal container terminal. Fatal 5 gave ACT a framework for addressing and mitigating significant safety risks as part of ACT's comprehensive risk management process. In order to improve the success of this standards, ACT actively engaged employees by encouraging them to help identify potential challenges and involving them in the process of developing and implementing mitigating measures.

#### Fatal 5 safety risks:



**Transportation**  
(Lots of heavy equipment and vehicles continuously move around the terminal);



**Stored energy**  
(A number of operations have hazards with the potential to release stored energy);



**Suspended loads and lifting**  
(Loading, unloading and moving containers, materials and goods are daily activities);



**Working at heights**  
(By default a lot of work takes place high up);



**Control of contractors**  
(Contractors are employed to carry out highest-risk tasks).

### Terminal Security Management

Security is a material issue for container terminals in view of the intense flow of cargo, employees, contractors and visitors at the terminal. Terminal properties and cargo movements within the terminal are protected against theft, vandalism or tampering.

ACT is in compliance with the International Ship and Port Facility Security (ISPS) Code as is certified as a secure port. ACT implements a number of security actions to maintain a high level of security, including more manual inspections, cargo profiling, security personnel who patrol the terminal, and CCTV monitoring. In 2015, 6 security incidents have been recorded and reported to authorities.

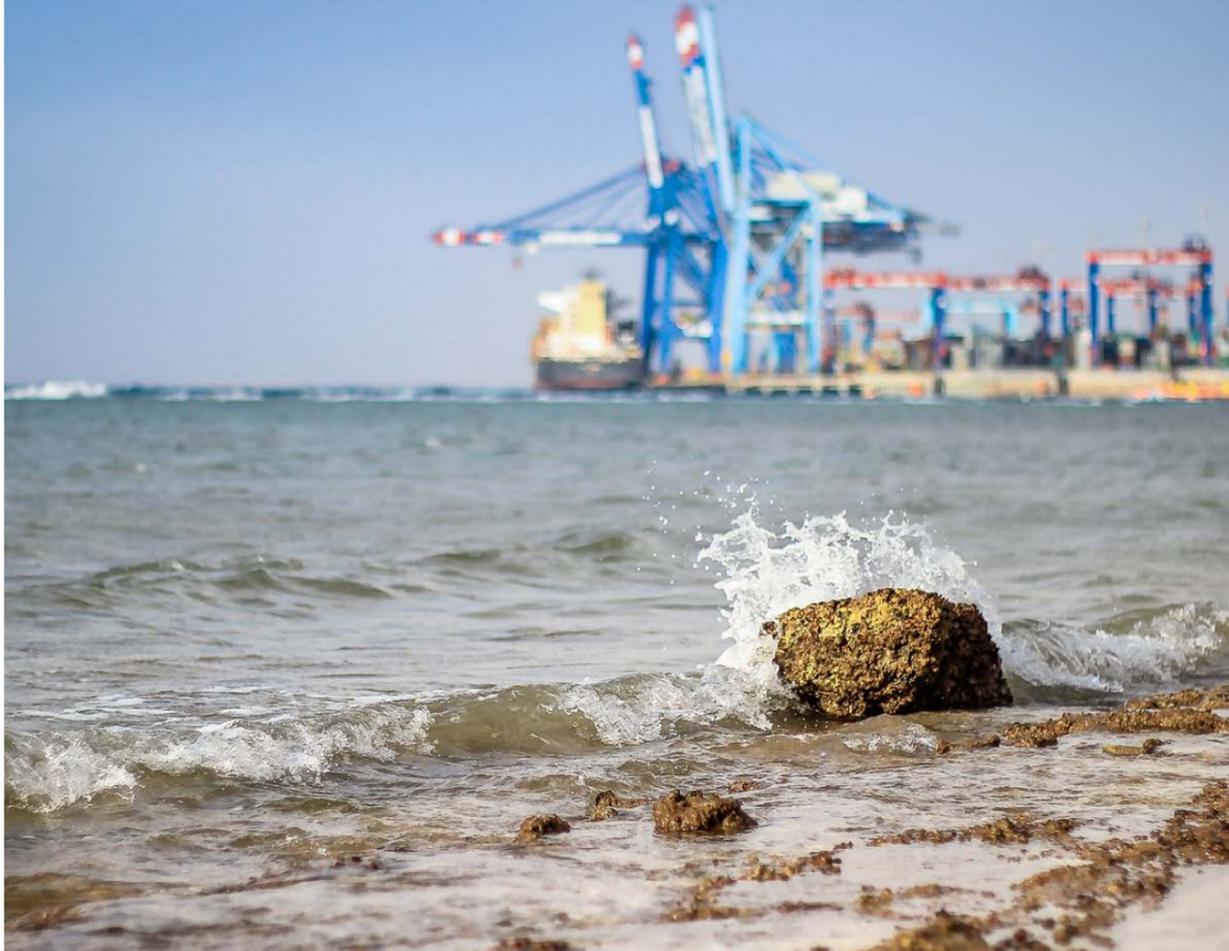


# Environmental Performance

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. Environmental management is a consistent priority for ACT and its executive team, and subsequently ACT is the only port in the Middle East to operate with the Port Environmental Review System (PERS), an international industry standard for environmental management. Further information can be found

at [www.ecoport.com](http://www.ecoport.com). To facilitate increased performance and efficiency in the longer term, new equipment has been purchased over the past few years. Even though this has led to improvements in performance, however, it has also led to an increase in the environmental impacts of our activities in some areas. Fuel and electricity consumption have increased, driven by a significant rise in Reefer volumes and dwell time. The increased activities within the terminal, irrigation systems, road sweeping, water supply to vessels have all led to an increase in ACT's water consumption.

ACT aims to improve its environmental performance each year. The company sets targets for emissions, waste, and spills and regularly monitors progress towards these goals. In 2015, ACT achieved and even exceeded its performance targets in these three areas.



## Energy Performance

	2011	2012	2013	2014	2015
Electricity (kWh)	13,902,000	16,072,300	16,217,590	15,460,300	16,657,330
Electricity intensity (kWh per TEU)	19.7	19.66	18.58	19.8	22.0
Total fuel consumption (litres)	3,339,373	3,191,000	3,923,623	3,962,420	4,685,154
Fuel intensity (litres per TEU)	4.7	3.9	4.5	5.1	6.2
Total Energy consumption (GJ)	183,622	185,500	215,328	214,154	240,011
Energy intensity (GJ/TEU)	0.26	0.23	0.25	0.27	0.32

## Energy Management

ACT's operations are inherently energy intensive and as a result, energy use is an important issue for the company. Therefore, energy efficiency measures are deemed crucial for sustaining the profitability of ACT and reducing its environmental impact. ACT consumes energy from the Aqaba municipality for use in the machinery, facility lighting and offices, while diesel is used for its fleet. In 2015, the total energy consumption increased by 12.1% compared to 2014. This can be explained by a significant increase in energy consumption for reefer container storage.

ACT strives to manage energy use by improving its energy efficiency and supplementing traditional energy sources with alternative energy sources. New projects to help reduce energy consumption and use more alternative energy have included:

- A system was installed as a pilot project on RTG10 to reduce idling by running the A/C, RDT and UHF on batteries rather than on the engine, hence reduce fuel consumption.
- Redesigning the air conditioning system for the administrative building

### Energy Efficient Air Conditioning

In 2015, ACT changed the air conditioning from centralised to individual units in closed areas and offices. Centralised units were only used in common spaces. This gives employees the ability to regulate the temperature and turn off the units when rooms or offices are not occupied. This has resulted in a 20% electricity reduction for the administrative building. New inverter systems have also been installed that shift off the units when the set temperature is reached.



### Pilot Solar Project

ACT has launched a new solar pilot project to supplement the energy needs for its administrative and operations buildings. If successful, the project will have a capacity of 600 KW and could lead to additional onsite solar projects.

**Climate Change and Emissions**

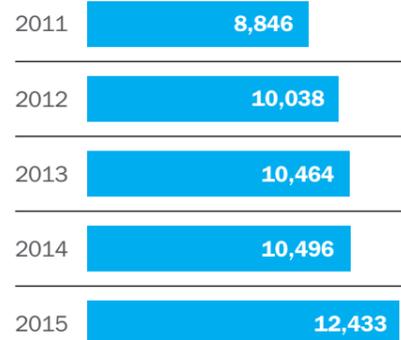
Globally, climate change is one of the world's most pressing problems. While container freight is one of the most energy and emissions-friendly means of transport, the energy used for machinery, lighting and cranes is essential in container terminal operations. The primary sources of greenhouse gas (GHG) emissions for ACT are the use of petrol and diesel fuel in operations vehicles and heavy machinery such as generators. Indirect GHG emissions are attributed to the terminals use of electricity from the Jordanian national grid.

In 2015, even though the total greenhouse gasses emissions increased by around 18% compared to 2014, ACT experienced an increase in the total greenhouse gas emitted per 1,000 TEU from 13.4 to 16.4, representing an almost 22% increased due to the total fuel and electricity consumption with a significant drop in the total throughput (TEU) by around 3% compared to 2014.

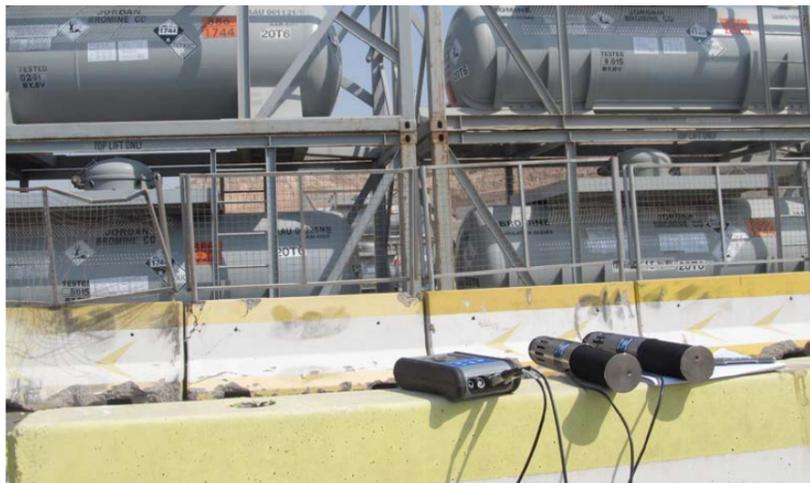
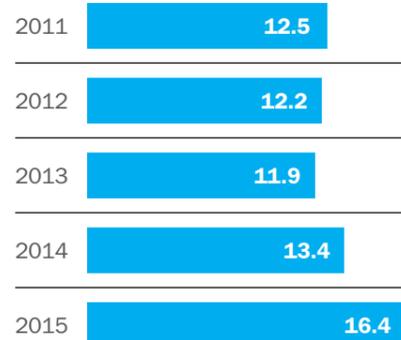
**Monitoring Noise and Air Emissions Quality at Our Facilities**

As part of its commitment to providing a safe and healthy working environment for its employees, ACT have initiated a noise and air quality monitoring system in all its facilities. This project will ensure that the levels of noise and air emissions of SO<sub>2</sub>, NO<sub>2</sub>, TVOC, and CO are in accordance with the approved limits. ACT is conducting this project through certified laboratories in Aqaba.

**Total greenhouse gas emitted (tonnes)**



**Total Greenhouse Gas emitted per 1,000 TEU**



**Water**

Operating in Jordan, one of the world's most water-poor countries, means that water management and conservation is a high priority for ACT. Since introducing water management into the company's PERS environmental management register in 2015, water management has improved significantly by focusing on six areas including maintenance, water conservation, education and retrofitting of machinery and tanks.

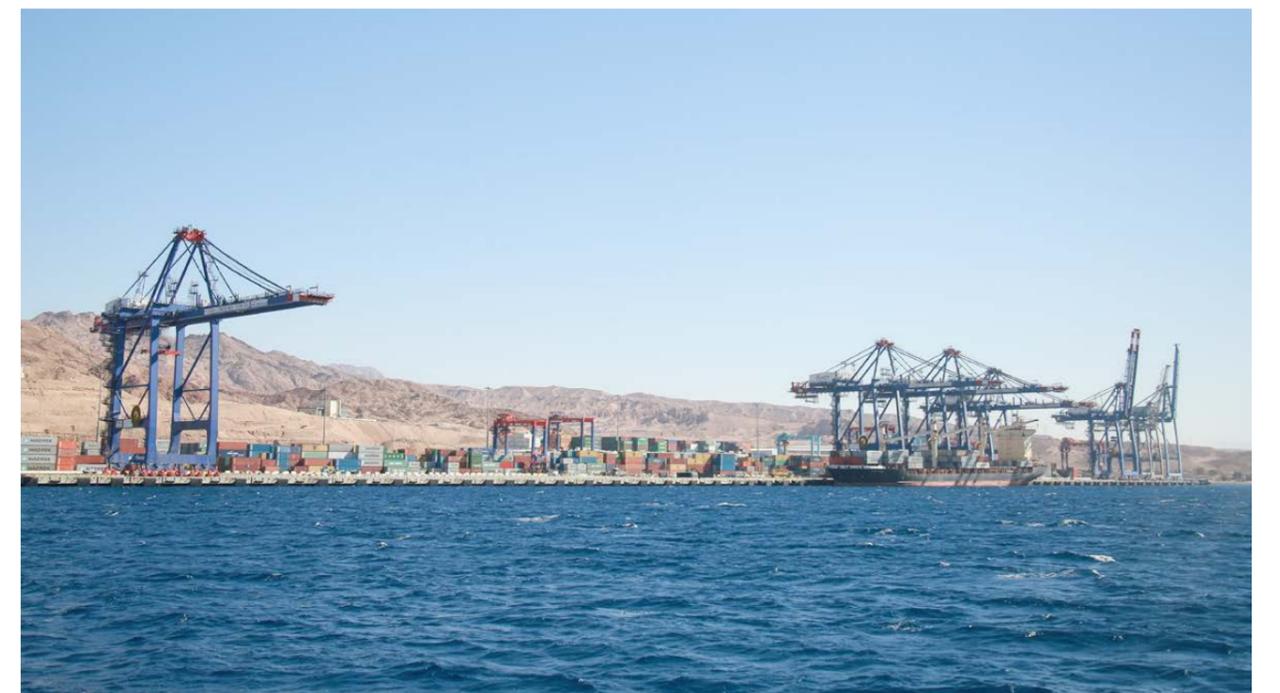
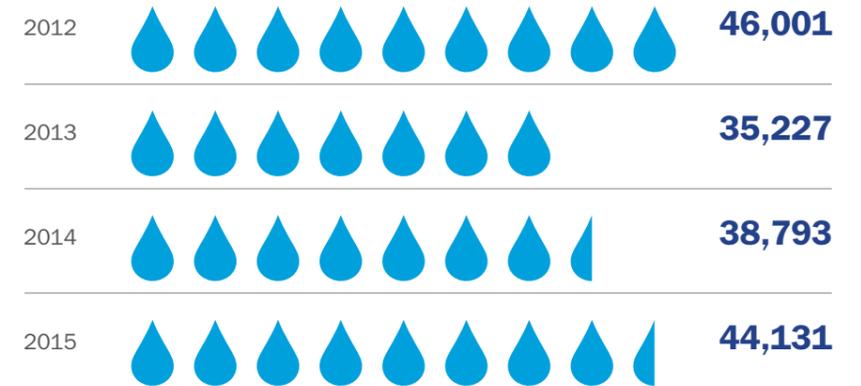
ACT's water management performance in 2015 has increased when compared to 2014. This increase was due to several advancements in its operations that required additional water use. They included the following:

- Increase in inspection by Authorities creating increased numbers of visitors.
- Increase in ships water supplies needs by an additional 1,470 m<sup>3</sup>.
- New Sweeper Machine that joined ACT's facilities, which required an additional 1,000 m<sup>3</sup> per annum.

**Water Consumption**

	2011	2012	2013	2014	2015
Water intensity (m <sup>3</sup> per 1,000 TEU)	-	56.3	40.4	49.7	58.2

**Water Consumption (m3)**



**Waste Management**

ACT is committed to sound waste management and reduction in waste sent to landfills through active recycling and reuse of materials. In 2015, the company implemented a new recycling project in coordination with Green City and Cleaning contractor to collect and recycle all of the used paper and carton from ACT's different departments.

**GO GREEN**

In collaboration with APM Terminals, PSA, Port of Rotterdam, DP World, HPH and Shanghai International Port Group ACT participated in a joint environmental campaign called GO GREEN. GO GREEN was a collective effort by the industry to promote reuse and recycling, climate change and community. ACT's activities for GO GREEN included, but were not limited to the following:

- Planting 200 trees.
- Organising a beach clean-up and collecting more than 1.5

tons of waste, which was mostly plastic bottles.

- Arranging a dive clean-up campaign which gathered around 90 kg of waste was collected.



**Waste Management Performance**

	2013	2014	2015
Total waste generated (kg)	114,350	280,293	114,350
Waste recycled (%)	17%	23%	17%
Solid Waste - wood, plastic and others (kg)	170,000	39,240	170,000
Recycling – paper and cardboard (kg)	19,000	65,386	19,000
Landfill - organic waste (kg)	125,000	175,597	125,000

\* Figures for years 2011 and 2012 have been eliminated from this report. During 2011 and 2012, the waste management system was in its Implementation phase and numbers have been heavily distorted by the berth expansion and disposal of construction waste.



**Oil Spills**

Our operations pose a risk of accidental spills that have the potential to pollute water, soil and groundwater or affect human health. For transparency to all stakeholders, APMM Group and APM Terminals require the reporting of spills. The HSSE department at ACT is responsible to investigate the causes of each significant spill (defined as category 3-5 in the spill severity matrix) in line with the APMT safety incident investigation procedures, and apply appropriate remedial actions. All spills and contamination from spills are handled in line with local regulation and industry best practice. Spills in severity categories 3-5 are automatically notified to corporate HSSE.

Spill prevention is a high priority for ACT environmental Management, since spills have detrimental environmental and

safety implications to the surrounding local communities and the environment in general. ACT continuously improves the way it controls, contains, and cleans up oil spills if they ever occur. The company is well equipped with the necessary resources to handle oil spills.

In 2015 ACT reduced the number of spills by 12%, in comparison to 2014. This reduction is primarily due to the company's efforts to develop more effective preventive measures.

The company has also changed its approach to cleaning up spills from traditional clean-up methods, which use absorptive substances to capture the oil but create an unusable toxic substance that is harmful for the environment and costly to dispose of. The new clean-up method collects all of the oil without mixing it with other substances, and then the oil can be sold for use.

**Oil Spills**

	2011	2012	2013	2014	2015
Total number of oil spills	NA	31	29	25	19
Total volume of spills (litres)	NA	3772	404	313	280

**A New Method of Oil Spills Treatment - Transforming Waste into a Commodity**

In 2015, ACT started implementing a stringent and environmentally friendly method of treating oil spills. Through this new treatment method, a contractor will be available 24/7 on ACT site to vacuum all the oil

spills without the use of sand or any absorbents. This new method provides a state-of-the-art way of not only eliminating the environmental hazards associated with oil spills, but generating revenues for the company through selling recovered oils to third parties.



**ACT Supports Containing Oil Spills in Nearby Areas**

In 2015, there was a major spill from a crude oil tank accident near ACT. The oil spilled into the area around the ACT administration building. The HSSE team were the first responders and they were able to contain the spill, keeping the oil from going into the marina and then they cleaned up all of the oil.

**Severity oil spill**

Category	Spill Quantity
5	Spill >10,000 Liters
4	Spill >1,000 Liters
3	Spill >100 Liters
2	Spill >10 Liters
1	Spill <10 Liters

● Investigation procedures required

**Sea Water Monitoring Programme**

ACT receives monthly reports prepared by the Marine Science Station in Aqaba that measure the water chemical characteristics at different stations to cover the activities around the Port. This allows ACT to monitor any changes in the water quality that may impact the environment.

In 2015, ACT successfully reduced its oil spills volume by

**8.2%**

reflecting the relentless efforts in managing and eliminating oil spills from its operations.

# Working 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 so as to build a strong company that continues to make a positive contribution to the community of Aqaba.

### 2015 Highlights

**17,339**   
Total Training Hours

**15**   
Training Hours per Employee

**JOD 150,000**   
Community Investment

**Over 77%**   
Procurement from Local Suppliers

# Our Workforce

**ACT is determined to meet employees' expectations by keeping them safe, investing in their development, offering competitive compensation, and cultivating a respectful and inclusive workplace. Engaging with employees through regular evaluation, feedback, and satisfaction assessments makes the business stronger and improves operations.**

ACT believes that a cooperative and healthy relationship with the general trade union (GTU) is essential for seamless port operation. 2015 was a year that has passed without any industrial disruption which can only be attributed to transparent, comprehensive and engaging communication with GTU.

In 2015, 41% of the company's workforce was made up of young people between the ages 18-30. Female representation has been consistent for the past two years.

The company strives to ensure equality and fairness in all recruitment via clearly defined recruitment process and procedures, which enables ACT to select the best candidates for any position in the business.

As one of the major employers in Aqaba, ACT makes a strong contribution to the local economy and social development through employment of residents. ACT provides attractive employment opportunities for Jordanians for many different professional needs. The company is highly selective of resources that it employees in various operational areas. In doing so, the company is able to embark on major initiatives that are manned by highly competent staff.



**Our Workforce Profile**

	2011	2012	2013	2014	2015
Total Own Employees (HC)	704	802	886	984	1122
including outsource /Total FTE	815	1002	1026	1072	1029

**Workforce by Level**

Senior management	6	6	6	6	7
Middle management	24	20	22	22	26
FTE workforce	785	976	998	1044	996

**Workforce by Age Group**

18-30	111	105	312	410	465
31-40	304	300	301	330	318
41-50	255	248	244	218	274
51-60	34	47	29	26	65

**Demographic**

Jordanian rate	99.1%	99.1%	99.5%	99.5%	99.5%
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Our FTE has actually reduced slightly, the significant increase in FTE occurred in 2012 with the change from a 3 shift system to a 4 shift system

**Female Representation in Workforce**

	2011	2012	2013	2014	2015
Male	692	782	866	965	1,102
Female	12	20	20	19	20
% of female Representation	1.7%	2.5%	2.3%	1.9%	1.8%

**Employee Engagement**

The company surveys employees for their opinion pertaining to various issues that are related to company's motivation and retention plans in order to monitor progress towards maintaining a satisfied workforce. ACT conducted its Annual Employee Engagement Survey again in 2015, and had a 98% participation rate. Based on the results of the survey, each manager will develop an action plan to address challenges identified in the engagement survey.

**Employee Engagement and turn over**

	2011	2012	2013	2014	2015
Employee Engagement and Satisfaction Score (0-5 scale)	3.95	3.90	4.2	N/A	3.65
Workforce Turnover Rate (%)	6%	2%	2%	3%	5%
Total Number of Employees Who Left the Organisation	40	12	33	32	61

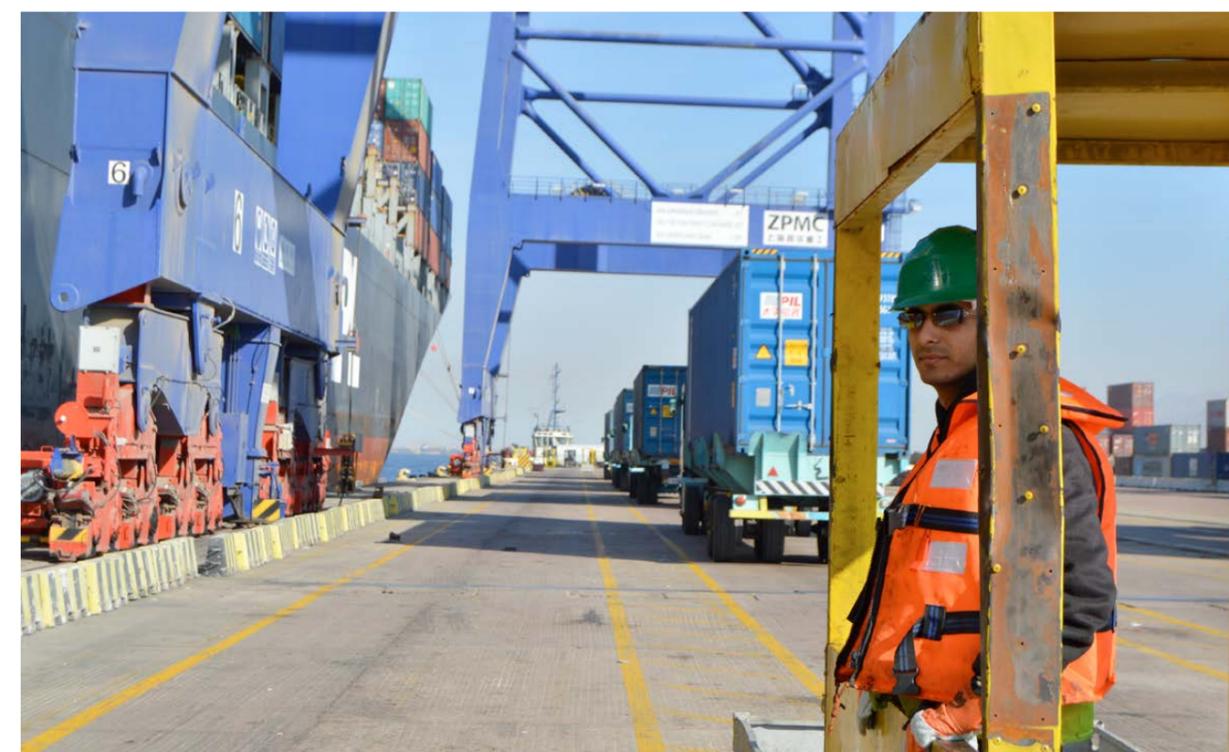
In 2015, ACT invested JOD 116,255 in providing 17,339 hours of training for its employees. The training programmes provided an average of 15 hours of training for each employee. ACT's training programmes are focused on developing both technical ability and building leadership skills. Some examples of internal training programmes include Corporate Governance, Internal Regulations, Rigging/Slinging, and Welder/Hose Crimping. Other examples of External Training include APM Terminals OPS Supervisors development, advanced operation management, Safety leadership, emotional intelligence and insight team management. The company also provides individual education grants for professional development. In 2015, the average number of training hours per employee remained almost the same, but the average amount spent on training per employee decreased by almost 62% compared to the previous year. This is partly due to an increase in in-house training programs alongside the provision of e-learning opportunities, such as the APM Terminals Information Security e-learning program, which target a larger number of staff at a reduced cost.

	2011	2012	2013	2014	2015
Total Amount Spent on Employee Training (JOD)	116,272	221,117	486,087	272,435	116,255
Total Amount Spent on Employee Training Per Employee (JOD)	165	276	549	277	106
Total Number of Training Hours	12,235	20,136	11,279	15,625	17,339
Average Hours of Training Provided Per Employee	18	28	13	16	15

ACT invests in its employees by offering above market average compensation packages. In 2015, the average annual ACT compensation was JOD 24,996(total man power cost) per

annum, a figure that is well above average package for similar jobs. Employees receive robust benefits that include, but are not limited to:

- Housing allowance
- Transportation
- Medical Insurance – Class A
- Inflation adjustments

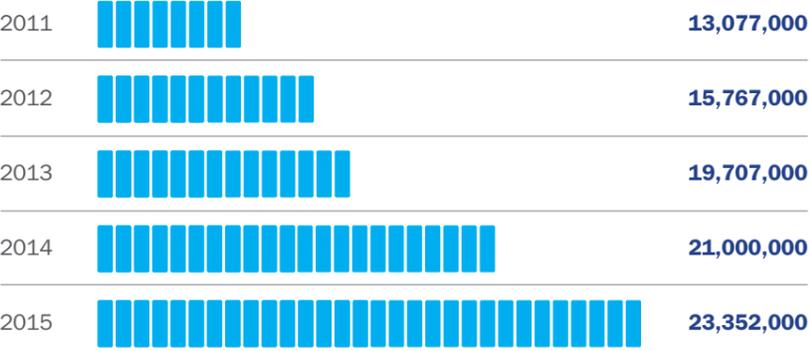


# Local Economic and Social Impact

**ACT is an important consumer of goods and services in Aqaba, creating an environment for positive economic and social development throughout Jordan.**

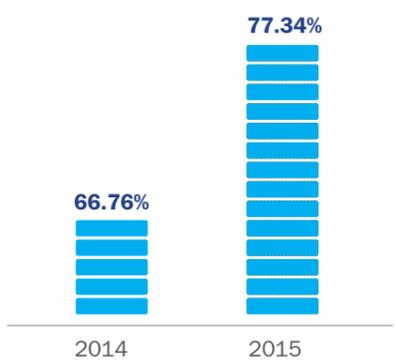
Over the past 10 years, ACT has invested over USD 300 million in the terminal, expanding its capacity and improving its operations. Additionally, 97% of the cash generated by the Terminal since 2006 has remained in Jordan. ACT reinvested close to 35% of its revenue into Terminal and equipment upgrades to prepare for the future. ACT is committed to this approach 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 the Aqaba 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.

### Employees Wages and Benefits (JOD)



**Supporting Local Businesses**  
ACT actively works to source local goods and services so to contribute to the national economy by stimulating Jordanian job creation and supporting local economic activity. In 2015, local procurement represented over 77% of ACT's total procurement, increasing by 15.8% from 2014. Almost all (99%) of ACT service providers are also local.

### Spending on Locally Based Contractors and Suppliers



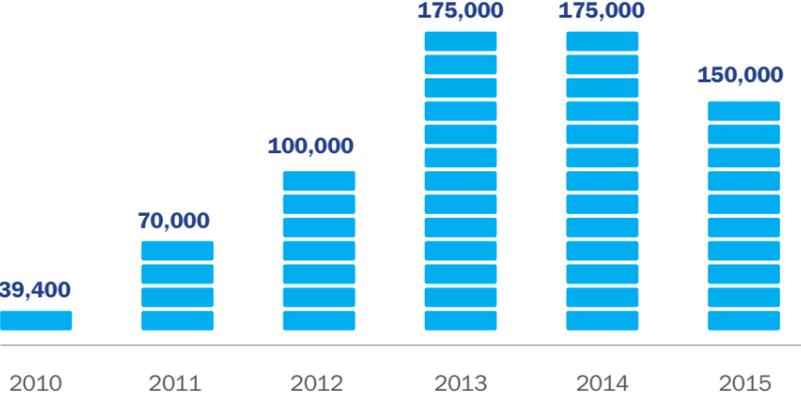
### Supporting Local Community

Supporting the local community is part of ACT's corporate social responsibility and its commitment to making a positive impact on Aqaba. All of ACT's Corporate Social Responsibility (CSR) programmes are undertaken in Aqaba and the surrounding villages so to maximise the relevance and local impact of the company's support.

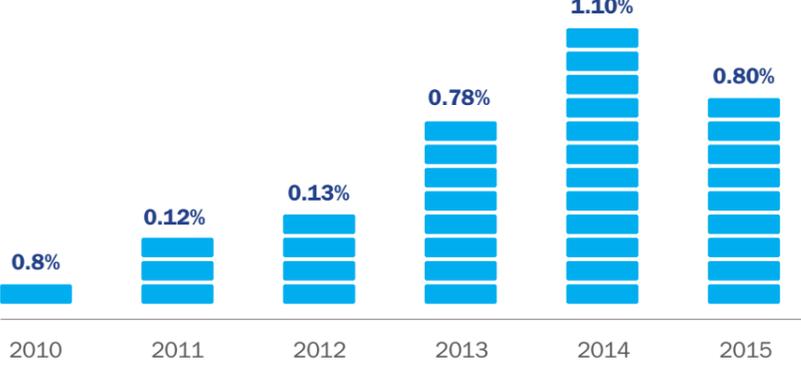
A formal committee manages CSR activities and evaluates the success and focus of each project to ensure that it aligns with company goals and objectives. ACT community activities provide meaningful support for young people and families through the provision of education, food, household items and activities.

ACT has contributed more than 669,000 JOD towards community programmes over the last five years. In 2015, ACT contributed 150,000 JOD towards CSR initiatives, representing 0.8% of pre-tax profits. Furthermore, ACT employees contributed over 6,000 hours of volunteer time towards its CSR programmes in 2015.

### Community Investments (JOD)



### Community Investments as % of Pre-tax Profits



**Our Community Activities**

**Education**

ACT' aims to improve educational opportunities for Aqaba residents through the annual 'Ekfal Taleb' campaign. 2015 marks the fourth consecutive year that the company has provided school supplies to hundreds of students in Aqaba and the surrounding villages. In 2015, the programme provided support to over 400 students across 17 schools.

**Healthcare**

ACT' addresses community healthcare through offering a Free Medical Day and a hygiene awareness programme. During the Free Medical Day, doctors and nurses conducted general medical examinations, educated patients about their specific conditions awareness, and offered sessions on a range of important health issues.

**Employee & Family Engagement**

ACT is a company that cares about engaging its employees and their families about the issues that matter most to them. For World Safety Day, ACT created a campaign that addressed several critical safety issues, including operational best practices, traffic safety, drug abuse, and health & hygiene.



**Donations & Sponsorship**

For the third consecutive year, ACT sponsored the Ayla Red Sea Half Marathon. For 2015 ACT became a Silver sponsor for the event. The Red Sea Half Marathon is a charity event raising money for various charities in Jordan. ACT employees also donated their time to help fix schools, bring presents to children with illnesses, and entertain orphaned youth.

**Caring for Our Shared Environment**

In 2015, ACT organised several activities to encourage its employees to take responsibility for the environment.

These included a beach clean-up and marine area clean-up, in collaboration with Aqaba Diving Centres.



# Appendices

GRI G4-18

**APPENDIX A: REPORT SCOPE AND BOUNDARIES**

<b>Aspect Boundaries</b>	The scope and aspect boundaries defined in this report reflect the information that is available to ACT at the time of production. ACT includes the performance of contractors where possible. ACT is committed to extending the reporting scope to include further information on stakeholders, supply chain and contractors in the future based on availability and relevance of data. Further engagement with stakeholders, both external and internal, will influence how ACT defines report content and boundaries in the future.
<b>Materiality Process</b>	As noted in the sustainability section on page 10, the content of the report is influenced and defined by the company's materiality assessment. ACT has conducted this assessment internally incorporating information from external parties and stakeholders through passive channels including board meetings, public feedback, and press coverage about the company.  In alignment with the principles of the GRI G4 reporting guidelines, 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 matrix on page 11. ACT recognises the value of widening engagement with stakeholders to improve the materiality assessment, and to increase the relevance of the report in line with stakeholder priorities.
<b>Reporting Cycle</b>	This report presents information and details of ACT's operations from January-December, 2015.
<b>Reporting Principles for Defining Quality</b>	ACT acknowledges that there are areas of potential improvement; however, this report marks significant progress from the company's previous report. There are indicators ACT is working on reporting that will contribute to greater transparency in the future.
<b>Balance</b>	ACT's management were actively involved in the collection of the data presented in this report. The content is presented in a way that allows a balanced view of the company's economic, social, and environmental performance.
<b>Comparability</b>	ACT includes in this report data on its progress compared to the 2014 Sustainability Report.
<b>Data Measurement Techniques</b>	To the best of our knowledge, all of the information within this report is accurate and represents the best data available to ACT and its stakeholders. Any data estimation or calculation has been stated within the report
<b>Significant Changes</b>	This report contains no significant changes in the scope, boundary, or measurement methods applied in the 2014 report.
<b>Assurance</b>	The report has not been externally audited or assured.

GRI G4-21 | GRI G4-26 | GRI G4-27

**APPENDIX B: STAKEHOLDER ENGAGEMENT**

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

**APPENDIX C: GRI G4 CONTENT INDEX**

This report has been prepared in accordance with the GRI G4 Guidelines Core option, and the table below provides a reference for GRI content in the report. Further explanation for each indicator is presented online at <https://g4.globalreporting.org/Pages/default.aspx>

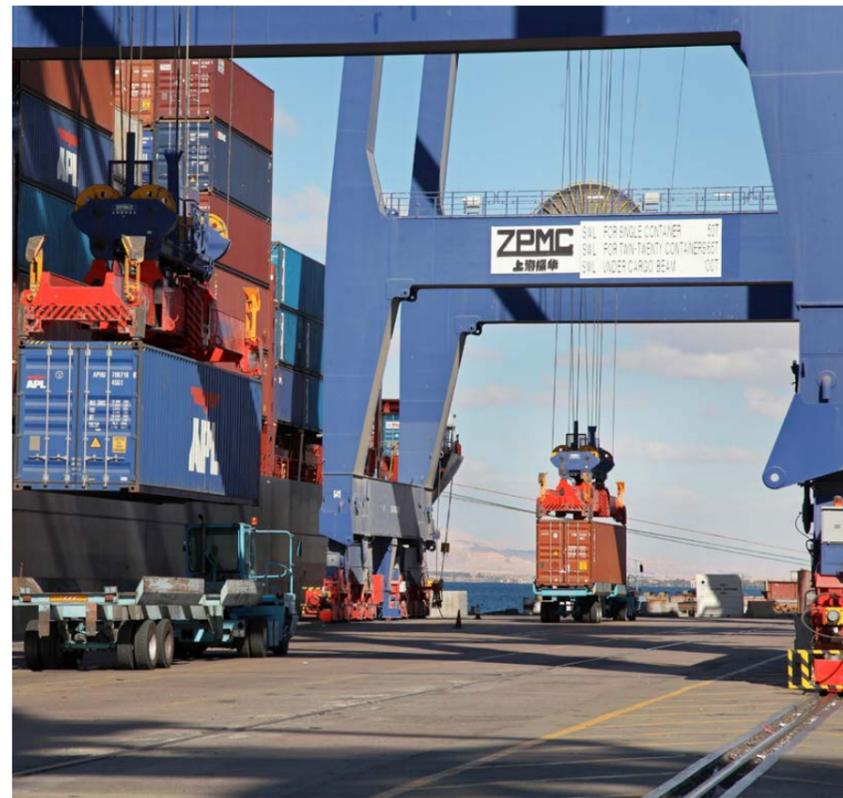
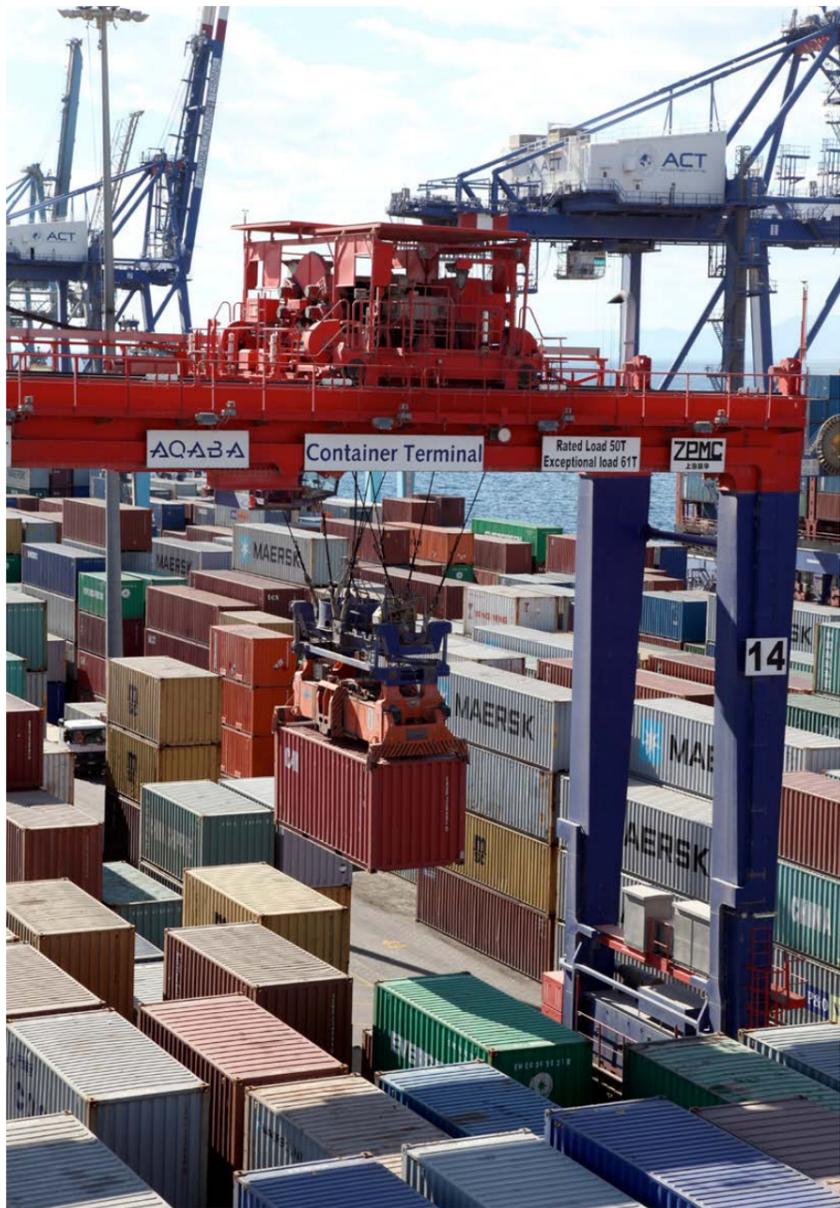


**GENERAL STANDARD DISCLOSURES**

General Standard Disclosures	Page Number (or Link)
<b>STRATEGY AND ANALYSIS</b>	
G4-1	7
<b>ORGANIZATIONAL PROFILE</b>	
G4-3	Aqaba Container Terminal
G4-4	4
G4-5	Aqaba, Jordan
G4-6	8
G4-7	4, 8
G4-8	8, 14
G4-9	36, 16-18, 20
G4-10	35
G4-11	All ACT employees are covered under labour contracts that include collective bargaining agreements.
G4-12	4-5
G4-13	There were no significant changes during the reporting period.
G4-14	28
G4-15	25, 27, 28, 30
G4-16	22
<b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>	
G4-17	Financial statements include the activities of ACT. No other entity is included.
G4-18	11, 41
G4-19	11
G4-20	11, all aspects are material for ACT
G4-21	42
G4-22	32
G4-23	There have been no significant changes to the report scope and aspect boundaries.
<b>STAKEHOLDER ENGAGEMENT</b>	
G4-24	12
G4-25	12
G4-26	42
G4-27	42
<b>REPORT PROFILE</b>	
G4-28	ACT reports according to the Calendar year.
G4-29	2014 Sustainability Report
G4-30	Annual
G4-31	Ihab Alrawashdeh, ihabalrawashdeh@act.com.jo
G4-32	43-45
G4-33	ACT does not seek external assurance for its sustainability report.
<b>GOVERNANCE</b>	
G4-34	22-23
<b>ETHICS AND INTEGRITY</b>	
G4-56	4-5

SPECIFIC STANDARD DISCLOSURES		
DMA and Indicators	Page Number	Omissions
<b>CATEGORY: ECONOMIC</b>		
<b>MATERIAL ASPECT: ECONOMIC PERFORMANCE</b>		
G4-DMA	20	
G4-EC1	20	
<b>MATERIAL ASPECT: INDIRECT ECONOMIC IMPACTS</b>		
G4-DMA	4, 5, 7, 38	
G4-EC7	38	
G4-EC8	4-5, 7, 38-39	
<b>MATERIAL ASPECT: PROCUREMENT PRACTICES</b>		
G4-DMA	38	
G4-EC9	38	
<b>CATEGORY: ENVIRONMENTAL</b>		
<b>MATERIAL ASPECT: ENERGY</b>		
G4-DMA	29	
G4-EN3	29	
G4-EN5	29	
G4-EN6	29	
<b>MATERIAL ASPECT: WATER</b>		
G4-DMA	31	
G4-EN8	31	
<b>MATERIAL ASPECT: EMISSIONS</b>		
G4-DMA	30	
G4-EN18	30	
G4-EN19	30	
<b>MATERIAL ASPECT: EFFLUENTS AND WASTE</b>		
G4-DMA	32,33	
G4-EN23	32	
G4-EN24	33	
<b>CATEGORY: SOCIAL</b>		
<b>SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK</b>		
<b>MATERIAL ASPECT: EMPLOYMENT</b>		
G4-DMA	34-35	
G4-LA1	36	
G4-LA2	37	
<b>MATERIAL ASPECT: LABOUR/ MANAGEMENT RELATIONS</b>		
G4-DMA	35	
G4-LA4	Changes are made once accepted by both parties	

SPECIFIC STANDARD DISCLOSURES		
DMA and Indicators	Page Number	Omissions
<b>MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY</b>		
G4-DMA	25	
G4-LA6	25	
<b>MATERIAL ASPECT: TRAINING AND EDUCATION</b>		
G4-DMA	35	
G4-LA10	37	
<b>MATERIAL ASPECT: DIVERSITY AND EQUAL OPPORTUNITY</b>		
G4-DMA	35	
G4-LA12	36 – 2% female employees, 0% female board members	
<b>SUB-CATEGORY: HUMAN RIGHTS</b>		
<b>MATERIAL ASPECT: CHILD LABOR</b>		
G4-DMA	ACT does not have operations where there is significant risk of child labor. Furthermore, the company does not hire anyone under the legal working ages in Jordan.	
G4-HR5	0	
<b>MATERIAL ASPECT: FORCED OR COMPULSORY LABOR</b>		
G4-DMA	ACT adheres to all laws relating to worker rights, and follows international guidelines. The company takes significant steps to help ensure that there are no violations of worker rights, including forced or compulsory labor, among contractors.	
G4-HR6	See G4-DMA for Forced or Compulsory Labour	
<b>SUB-CATEGORY: SOCIETY</b>		
<b>MATERIAL ASPECT: LOCAL COMMUNITIES</b>		
G4-DMA	38	
G4-SO1	39-40	
<b>MATERIAL ASPECT: ANTI-CORRUPTION</b>		
G4-DMA	22	
G4-SO4	22	
<b>SUB-CATEGORY: PRODUCT RESPONSIBILITY</b>		
<b>MATERIAL ASPECT: PRODUCT AND SERVICE LABELING</b>		
G4-DMA	19	
G4-PR5	19	



-  Aqaba.Container.Terminal
-  ACTJordan
-  Aqaba Container Terminal-Act
-  Aqaba Container Terminal-Act
-  customerservice@act.com.jo

