

2023



# Sustainability Report

MANAGED BY  
**APM TERMINALS**

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# About this Report

**Welcome to our 13<sup>th</sup> annual sustainability report, which includes information, data, and updates regarding our Environmental, Social, and Governance (ESG) activities, achievements and plans in 2023.**

Aqaba Container Terminal (ACT) is committed to the economic growth and prosperity of the Kingdom of Jordan. As the logistical hub of the Aqaba Special Economic Zone Authority (ASEZA), we are uniquely placed to promote the economy of the Kingdom and the wider region. We aim to be the leading trade portal for Jordan and the Levant, providing shipping lines and our land-based customers with unrivalled quality of service.

Mindful of our responsibilities to the wider community, ACT also seeks, through meaningful actions and engagement, to promote prosperity and well-being amongst all our stakeholders.

This can only be achieved through the highest standards of responsible corporate behaviour and by incorporating sustainability into all our operations.

This report and the material topics contained within have been reviewed and approved at the highest levels within the company, from where our commitment to sustainability stems.

Should you wish to read our reports and data from previous years, these are available on [our website](#).

## Scope of the Report

### Reporting Period

This report covers the calendar year from 1 January to 31 December 2023 and focuses on the company's activities during this period. Information from previous years is provided, wherever necessary.

### Reporting Guidelines

This report has been developed in accordance with the GRI standards. It reflects our alignment with the United Nation's Sustainable Development Goals (SDGs) and Jordan Vision 2025, as well as Jordan's Economic Modernization Vision.

### Report Boundaries

The scope and topic boundaries defined in this report reflect the information that is available to ACT at the time of production. The performance of contractors is included 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 the 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.

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

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 **Google Plus:** [Aqaba Container Terminal-Act](#)

 **YouTube:** [AqabaContainerTerminal](#)

### Forward-looking Statements

This report contains statements that may be deemed as "forward-looking statements" that express how 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

**Welcome to ACT's 13<sup>th</sup> annual Sustainability Report for the year 2023, a testament to our unwavering commitment to sustainable practices and responsible corporate citizenship. I am excited to share our ongoing commitment to excellence across ACT's six key pillars of sustainability.**

**"Our dedication has yielded exceptional results, including a commendable 5.4% increase in total throughput."**

In our commitment to **delivering a superior port experience**, ACT persistently invests in state-of-the-art technologies and cutting-edge equipment. Our dedication has yielded exceptional results, including a commendable 5.4% increase in total throughput. Noteworthy operational milestones, such as the successful implementation of the Crane Optical Character Recognition (OCR) and pioneering the FLOW project as the first terminal within the portfolios of APM Terminals, showcase our continuous pursuit of excellence. Beyond these achievements, our proactive approach has resulted in the establishment of a new operations command centre, the introduction of a swift Aqaba-US fast export service, and a remarkable 23% reduction in vessel idle time. These strategic

initiatives not only enhance operational efficiency, but also position us as industry leaders in innovation.

At the core of our endeavours is a constant dedication to customer satisfaction. This commitment is evidenced by our stellar 100% resolution rate in addressing customer issues promptly and effectively. As we propel forward, building on our demonstrated commitment to excellence, we aim to ensure a seamless and superior experience for our valued customers.

Central to sustainability at ACT is a dedicated focus on **promoting corporate governance and enhancing economic vitality**. Noteworthy achievements include a flawless record of zero corruption cases, active participation in International Fraud Awareness Week through event hosting, and a 6% reduction in operating expenditure. We successfully launched our customer portals and implemented a private 5G network, streamlining our operations and enhancing efficiency. Demonstrating our commitment to environmental responsibility, we meticulously audit all suppliers on environmental criteria.

At ACT, we are devoted to **enhancing employee engagement and talent development**. In the year 2023, we proudly maintained a 100% completion rate for performance reviews, coupled with a 99.4% nationalisation rate that reflects our dedication to nurturing local talent.

**"We proudly maintained a 100% completion rate for performance reviews, coupled with a 99.4% nationalisation rate that reflects our dedication to nurturing local talent."**

Embarking on a transformative journey, we initiated the inaugural phase of our new learning and development platform – Skillsoft, underscoring our commitment to fostering a dynamic and continuous learning environment. This move positions us at the forefront of skill development, ensuring that our workforce remains agile and adaptable in an ever-evolving professional landscape. Moreover, we are taking proactive steps toward gender diversity, with 10% female representation in management positions.

**Ensuring employee health, safety, and security** is paramount to our operations. Zero fatalities were recorded in 2023 and a commendable 21% reduction in work-related injuries was achieved. In a significant development, we appointed the first dedicated dangerous goods advisor to further enhance our safety protocols. During 2023, ACT sponsored the International Engineering Conference, which serves as



a testament to our commitment to staying abreast of industry advancements and sharing knowledge in the area of health and safety.

To advance ACT's commitment to **decarbonise its operations and mitigate negative impacts**, we have devised a newly updated environmental policy and established an Environmental Steering Committee to spearhead sustainable initiatives. Notably, our dedication is reflected in a substantial 46% increase in expenditure on environmental protection measures, coupled with an admirable 54% boost in environmental awareness training hours.

"Notably, our dedication is reflected in a substantial 46% increase in expenditure on environmental protection measures, coupled with an admirable 54% boost in environmental awareness training hours."

To lead and focus ACT's endeavours towards achieving net zero emissions, we appointed a dedicated Decarbonisation Manager this year. This move is poised to lead and guide our endeavours toward achieving net-zero emissions, reinforcing our commitment to environmental responsibility. A tangible reflection of our progress is evident in the 5% decrease in greenhouse gas (GHG) emissions intensity and a commendable 4% decrease in total energy consumption.

Our consistent **support to community development and empowerment** is demonstrated through a remarkable 77% increase in community investments over the past year. In our pursuit of a holistic understanding of community needs, we conducted a comprehensive community needs assessment where we determined the infrastructure and services needed by schools.

Operationalising our dedication, together with the shipping industry, we are proud to introduce the visionary Aqaba Maritime Community Project. This initiative demonstrates our commitment to meet and exceed our responsibilities by empowering the communities we serve. In addition to our strategic initiatives, we have actively invested in 15 corporate social responsibility (CSR) projects throughout the year, which aim to create positive social impact and contribute meaningfully to the well-being of the communities intertwined with our operations.

I invite you to explore this report, which provides valuable insights into the progress made in 2023. Our sustainability commitments serve as the foundation for building a better future, creating value for all stakeholders, and contributing positively to the well-being of the environment and the communities we serve.



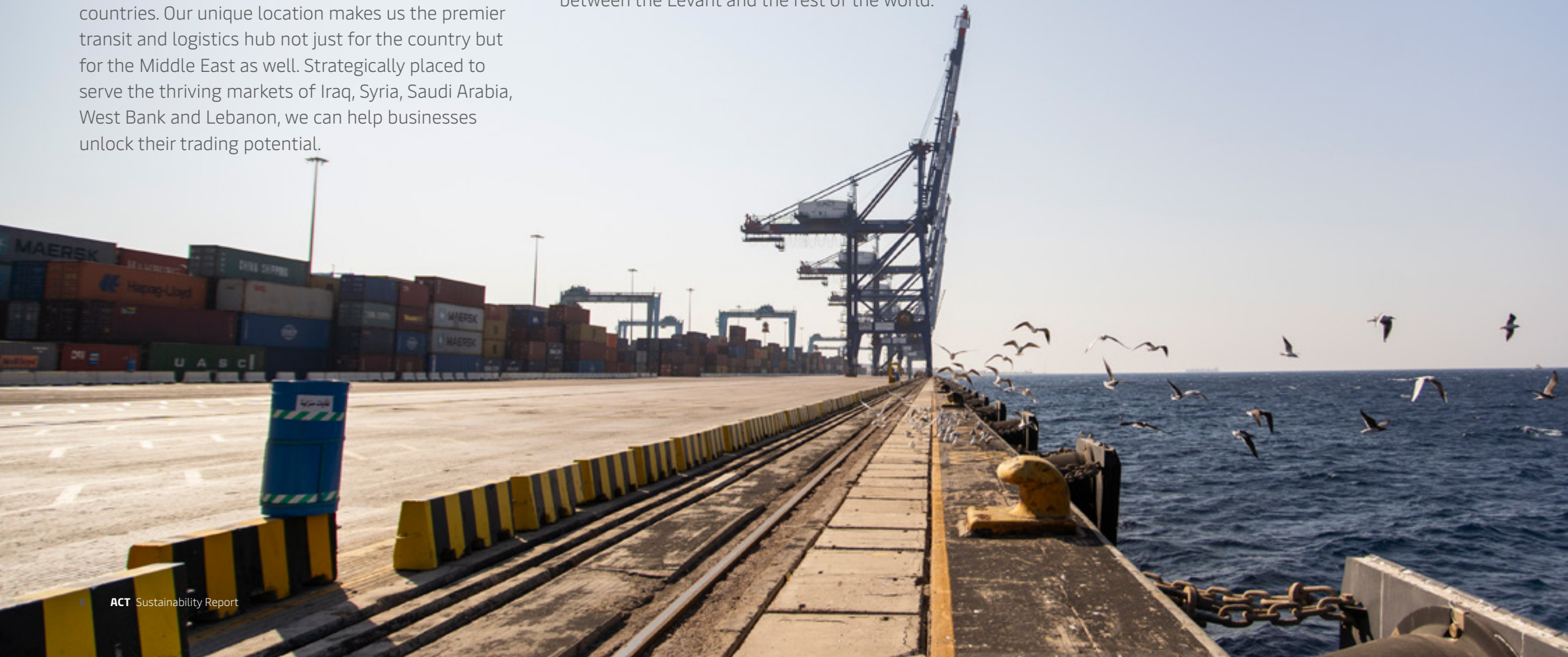
**Harald Nijhof**  
ACT CEO

# Preferred Gateway to the Region

**Founded in 2006, ACT is a joint venture between the Aqaba Development Corporation (ADC) and AP Moller Terminals (APMT) and regarded by the government of Jordan as a role model for public-private partnership.**

ACT is located in the Hashemite Kingdom of Jordan, at the meeting place of three continents and four countries. Our unique location makes us the premier transit and logistics hub not just for the country but for the Middle East as well. Strategically placed to serve the thriving markets of Iraq, Syria, Saudi Arabia, West Bank and Lebanon, we can help businesses unlock their trading potential.

Our excellent location is supported by state-of-the-art infrastructure and advanced container handling equipment, enabling us to support and build strong relationships with the world's leading shipping lines. Offering unrivalled access to vital trade routes, ACT has established itself as a key player in the economy of Jordan and the wider region, and a vital link between the Levant and the rest of the world.





# About ACT

**ACT is a transit and cargo terminal, which plays an instrumental role toward achieving Jordan's 2025 Vision. As a regional transit hub and Jordan's only container terminal, the port is a key link in the Kingdom's supply chain and infrastructure development plans.**

With its ambition to become a Net Zero terminal by 2040, ACT is playing a key role in Jordan's efforts to be a leader in the world's sustainable transformation. Connected to APMT's 75 ports around the world, ACT is the sustainable gateway for Jordan, the Levant and beyond.





# ACT's 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 is the engine of our success.

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

### Natural Resources

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

**153,661 GJ**  
of energy consumed

**36,249 m<sup>3</sup>**  
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.

## Outputs

Over

**JOD 111m**

total revenue

**898,736**

TEUs total throughput

## Outcomes

### Financial Capital

**JOD 25,429,773**  
Royalties

**54.3%**  
Return on Invested Capital

### Skills and Expertise

**893**  
Total workforce

**18,594**  
Total training hours for our workforce

**99.4%**  
Jordanian rate

### Natural Resources

**9.00**  
Total Greenhouse Gas emitted per 1,000 TEU (metric tonnes of CO<sub>2</sub>e)

**363,828 Kg**  
Total non-hazardous waste generated

### Social and Relationships

**83%**  
Spending on local procurement

**+70,000**  
In Total CSR Beneficiaries

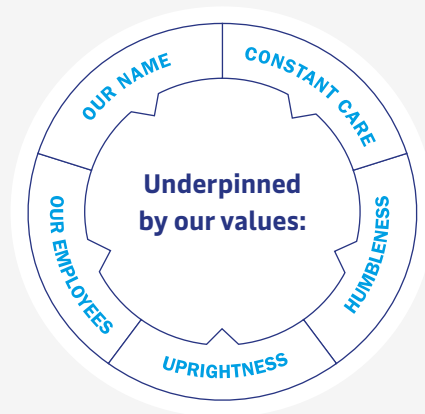
## Mission

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

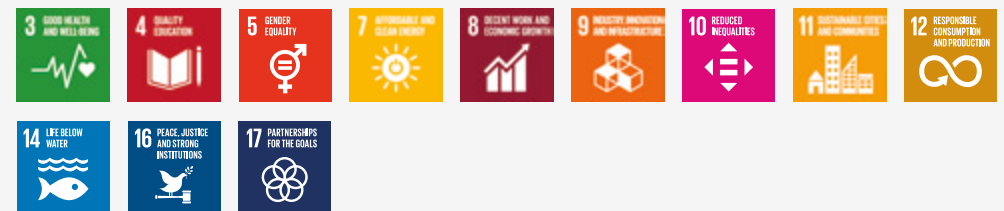
## Vision

To be the sustainable gateway for Jordan ,the Levant and beyond.

## ACT's Values



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



# Building a Sustainable Future in Jordan

**We are the sustainable gateway for trade throughout the region, playing a vital part in Jordan's sustainable transformation. With our pledge to become Net Zero by 2040, we are leading the way in decarbonisation. We significantly invest in digitisation and automation. We prioritise local suppliers for goods and services, and have a 99% nationalisation rate, further boosting the country's economy and society.**

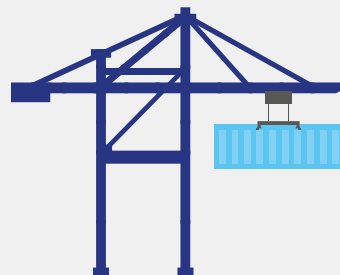
This commitment to a sustainable Jordan runs through everything we do. By continually innovating and investing in new technology, we are ensuring we continue to operate with the highest standards. We invest heavily to increase our capacity and enhance our operational capabilities, while our relationship with APMT means we uphold the highest standards of corporate governance. Together, this makes ACT an integral element of Jordan's drive for sustainability.

## 2003

- Severe congestion crisis caused by a major operational meltdown.

## 2004

- A 2-year management contract signed by ADC and APM Terminals, leading to APM Terminals taking over the management of ACT.



## 2005

- Congestion abolished with the elimination of the congestion charge.
- Recognition by Lloyd's as one of the top 3 terminals in the Middle East and the Indian Sub-Continent.

## 2006

- 25-year Joint Venture signed by ADC and APM Terminals.

## 2008

- Gateway to the Levant and Iraq established with the best international standards.



## 2010

- Initiation of the "Operational Excellence" programme.
- Installation of new Ship to Shore (STS) and Rubber-Tyred Gantry (RTG) cranes, with H.M King Abdullah II inaugurating ACT's berth expansion.

## 2011

- Introduction of sustainability excellence through the adoption of sustainability reporting and a new sustainability framework.

## 2012

- Adoption of the journey to safety to develop a positive safety culture.



## 2013

- Achievement of 872,810 TEUs throughput and berth expansion to 1,000 metres.

## 2014

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

## 2015

- ACT established as the most sustainable gateway to the Levant region with strong export capability.
- ACT shortlisted for the Lloyd's Port Operator Award and Hutchison Ports Holdings (HPH) Environment Award.

## 2016

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

## 2017

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

## 2018

- The hosting of the 2018 Trans Middle East Exhibition and Conference.
- Terminal Operator Award received at the Lloyds South Asia, Middle East & Africa Award ceremony.

## 2019

- Renewal of ISO 14001:2015 certification.
- Final nominee for Lloyd's "Port Management and Infrastructure" Award.
- Receipt of the 2019 Workplace Health and Safety Award.
- Installation of the first solar energy system.

## 2020

- Attainment of 857,283 TEUs throughput.
- Receipt of the 2020 Occupational Health and Safety Excellence Award from the Social Security Corporation.
- WOW Hero Award received from APMT.
- Outstanding COVID-19 emergency preparedness and response.

## 2021

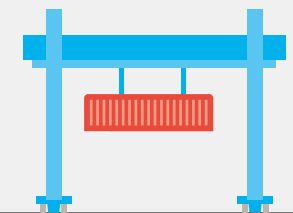
- ACT won "AME Customer Focus Terminal of the Year 2020" for outstanding customer service during the pandemic.

## 2022

- ACT became the first port outside of Europe to obtain the EcoPorts PERS Certificate.
- Future Vision of Aqaba announced by ACT and APMT.
- Publication of ACT's first decarbonisation report and net-zero strategy.

## 2023

- Attainment of 1 MW solar system capacity by ACT, with the system installation finalised and going live in June.
- Establishment of the new Operations Command Centre.
- A pivotal accomplishment for ACT includes 350 vessel calls, marking the highest volume throughput (898,736 TEU) and the peak export volume (135,536 TEU) in the company's history.





Following the announcement of the Future Vision for Aqaba last year, our CEO, Harald Nijhof, was a panellist at the Aqaba Business and Investment Workshop organised by ADC. Panellists discussed their insights into the future growth and development opportunities for Aqaba, and Mr. Nijhof unveiled APMT's visionary commitment to develop a community area within the region. Read more [here](#).

## Investing in Jordan's Future

In 2023, our commitment to ambitious decarbonisation goals persisted. Our pledge to achieve net-zero emissions by 2040 remains at the core of our sustainability strategy. Simultaneously, we continue to modernise and sustainably expand ACT, positioning it as a key player in the region's forward-looking economy. This commitment reflects our ongoing efforts to balance environmental responsibility with economic growth.

# 70%

ACT is committed to reducing emissions by 70% by 2030 and to becoming net-zero by 2040.





# Sustainability at ACT

**In today's world, sustainability is essential to the success of a business. We strive to create a positive impact for all our stakeholders, including our employees, customers, shareholders, and the communities in which we operate. This extends to combating climate change and to protecting and preserving the planet and its resources. This is especially important for ACT, given the impact on the environment of global transportation.**

These issues are reflected in our materiality matrix and sustainability framework, which not only identify the most relevant sustainability issues for ACT, but also inform our responses. Our stakeholder engagement, analysis and research are vital in shaping the policies we develop to reduce our impact, and in guiding our decision making to ensure that sustainability is integral to everything we do.

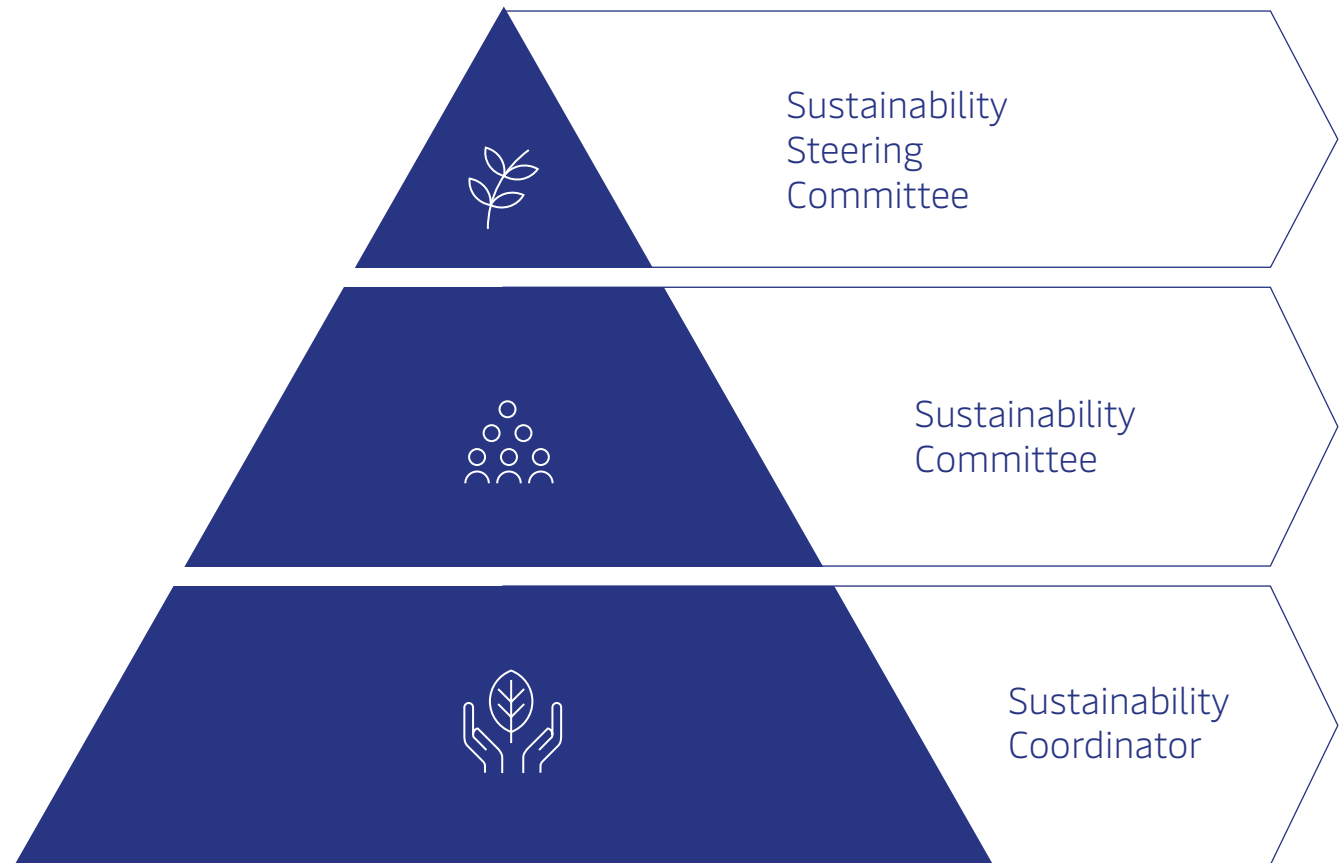


# Our Sustainability Governance Structure

**Good governance is the bedrock of every successful business. In the same way, a solid sustainability governance structure is vital to embed sustainability in the culture and decision making of an organisation. Only then can a company truly operate in a way that places sustainability at the forefront of its actions.**

ACT established its sustainability structure as far back as 2012, testament to our long-standing commitment to operating in a responsible manner. It provides us with a clear framework enabling us to identify, prioritise and manage sustainability risks and opportunities, helping us to work towards achieving our goals and ambitions.

Central to this is our Sustainability Committee, comprised of senior executives from our Commercial, Operations, Human Resources, Finance, and Health, Safety, Security, and Environment (HSSE) divisions. The committee sets clear goals and targets, closely monitors and analyses our sustainability-related performance, ensures ACT is active in relevant national and international conferences and events, and oversees our sustainability reporting.









# Materiality Matrix

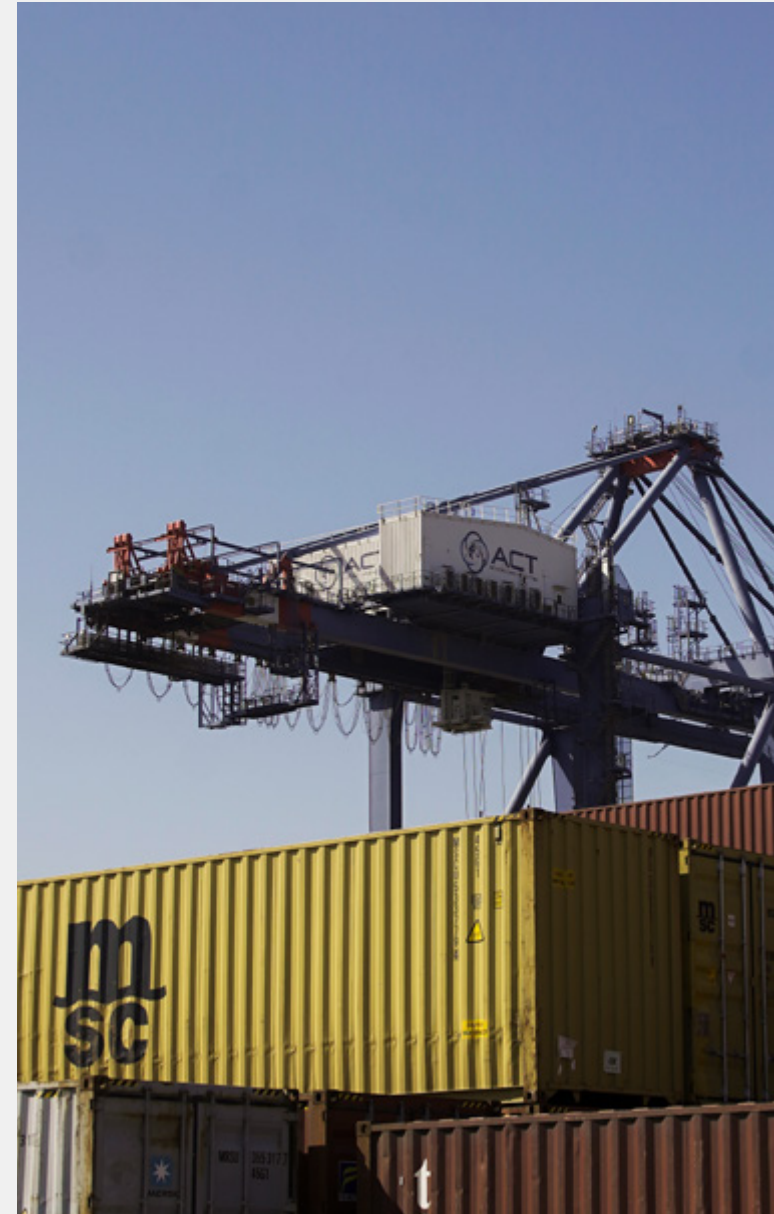
**ACT has conducted a thorough materiality assessment, through detailed stakeholder engagement and rigorous analysis. This enabled us to identify the 15 sustainability issues of most importance for our business and our diverse stakeholders.**

From this, we have developed a materiality matrix and a sustainability framework that together guide our strategy and inform our decision making for our most critical issues relating to our business, the environment and wider society.

Our materiality assessment was informed by global sustainability frameworks and guidelines including the GRI Sustainability Reporting Standards, Sustainability Accounting Standards Board (SASB), and the UN SDGs, as well as supporting local efforts such as the Jordan Vision 2025 and the Economic Modernization Vision of the Kingdom.

ACT's materiality assessment took a four-step approach, as recommended by the 2021 GRI Standards:

- 1** Understand the organisation's context 
- 2** Identify actual and potential impacts 
- 3** Assess the significance of the impacts 
- 4** Prioritise the most significant impacts 



## Our Material Issues

We identified 15 issues of most importance to our business and stakeholders, which we categorised into three levels of importance.

Very High Priority	1	Occupational health and safety	
	2	Climate change management/mitigation and adaptation	
	3	Biodiversity and ecosystem	
	4	Corporate governance and business ethics	
	5	People development	
High Priority	6	Environmental management and compliance	
	7	Human rights	
	8	Responsible community contributions	
	9	Water and effluent stewardship	
	10	Waste management	
	11	Incidents and risk management	
Medium Priority	12	Data privacy and digitalisation	
	13	Diversity, inclusion and equal opportunity	
	14	Supply chain management	
	15	Responsible customer relations	

### Materiality Matrix



# Sustainability Framework

Following the completion of our materiality assessment, we used the findings to develop a sustainability framework to focus and guide our sustainability development efforts. The framework has six pillars which together cover the work we do to build a sustainable business and contribute to the wider community and environment. These pillars feed into our objectives and priorities, ensuring that everything we do contributes to the furtherance of sustainability across our operations.

## Our Aspiration

- Position ACT as the leading green hub for trade for Jordan and the Levant
- Deliver a superior port experience for shipping lines and landside customers
- Foster community prosperity in Aqaba through impactful outreach and engagement from our employees



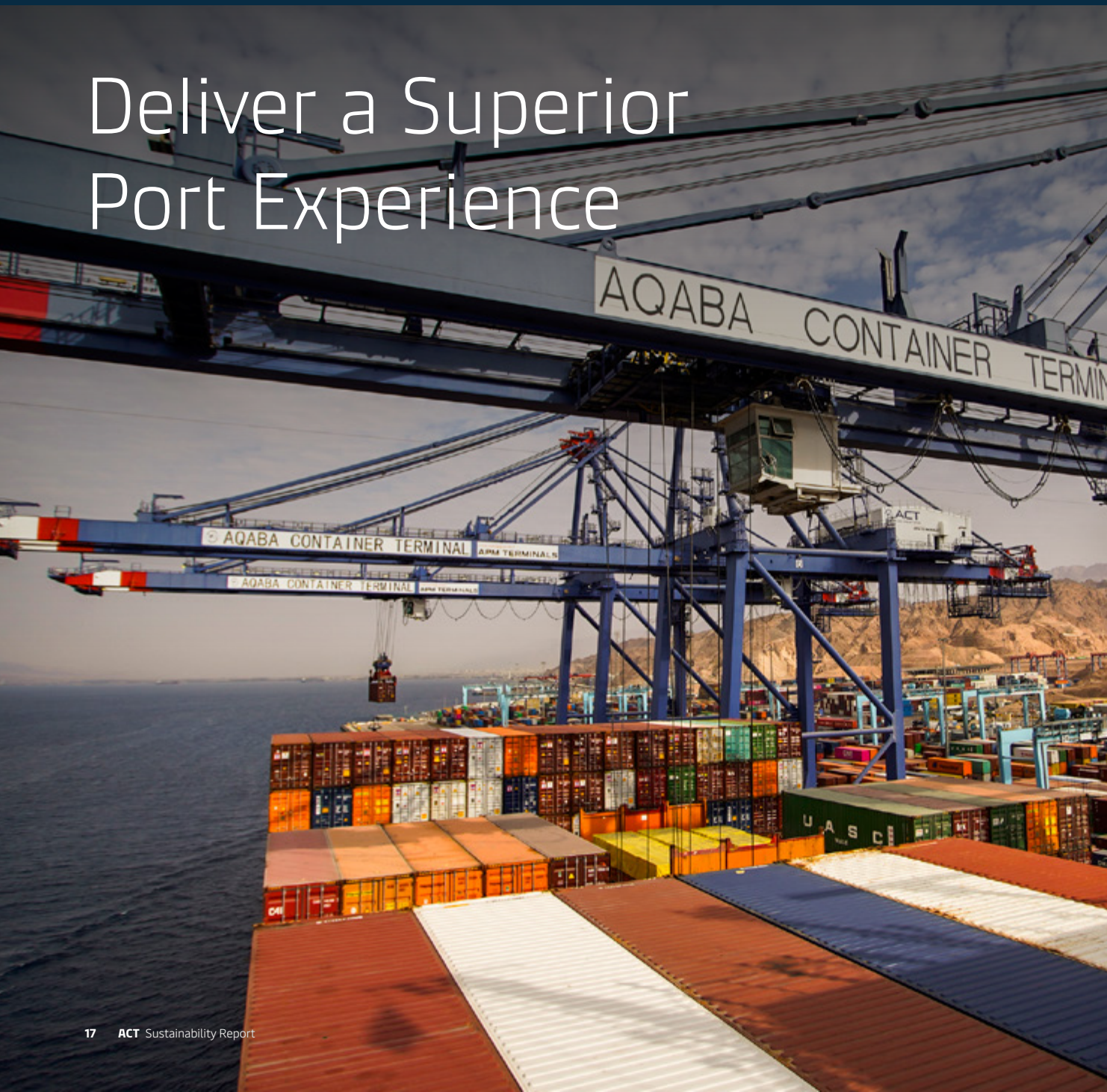
## The six pillars

- 1** Deliver a superior port performance 
- 2** Promote corporate governance and enhance economic vitality 
- 3** Enhance employee engagement and talent development 
- 4** Ensure employee health and safety 
- 5** Decarbonise operations and environmental stewardship 
- 6** Support community development and empowerment 

Throughout this report you will find our progress towards these pillars in 2023.



# Deliver a Superior Port Experience



The need to be sustainable means there is an ever-increasing demand for port operations to be efficient and deliver an outstanding customer experience. To meet this demand, ACT must continually innovate, embracing new technologies and ways of working, while retaining a focus on sustainable outcomes. In this section, we highlight some of the ways in which we are achieving this.

#### Material topics covered

Responsible customer relations

#### Alignment with the National Vision 2025

Support the Business pillar

#### Alignment with the Economic Modernization Vision

Support the Economic Growth pillar

#### 2023 Highlights

- 5.4% increase in total throughput compared to 2022
- Operation of Crane OCR
- 1<sup>st</sup> APMT terminal to pilot the FLOW project
- 23% reduction in vessel idle time compared to 2022
- New operations command centre
- Truck Alignment System implementation
- New Aqaba-US fast export service
- 100% resolution rate of customer issues

#### Alignment with UN SDGs



# Forging Ahead: ACT's Vision for Transport Excellence in Jordan

**With its deep waters and world-class resources, ACT can handle the largest container ships. This enables us to serve the entire Levant region. However, to remain Jordan's leading transport hub, we must continually adapt and build for the future. Our three-year plan is designed to achieve that.**

The plan has two key objectives: to grow and diversify our revenue base, and to deliver superior value to shareholders. This means having a bold, open, and agile mindset to identify opportunities and invest in technologies that will offer us a real competitive advantage.

Growing and diversifying the revenue base



Delivering superior value to shareholders



## Shipping Lines



# Operational Efficiency

**Greater efficiency, with a focus on improved productivity and reduced waste, plays an important part in ACT's sustainability efforts. We continually strive to improve efficiency, investing in new, cutting-edge technologies such as automation and artificial intelligence (AI) that help us achieve operational excellence. In 2023, we achieved a 5.4% increase in total throughput, handling a total of 898,735 TEUs.**

## 5.4%

increase in total throughput, handling a total of 898,735 TEUs.

Speed and efficiency are essential in cargo transit and are high priorities for ACT. We take pride in the efficiency of the services we provide and are continually seeking to improve them. In 2023, we implemented a series of new technologies to increase our efficiency and help us achieve operational excellence. Crane OCR automates the process of loading and discharging transactions on our system, while Gate Automation recognises and records licence plate numbers on trucks entering the port. The former was put into effect this year, whereas the latter is slated to become operational

in 2024. A new expert decking (ED) system optimises yard space and minimises driving distance for container-handling equipment, while our trucks alignment system uses lasers to guide truck drivers into correct positions quickly and accurately, enabling more efficient crane operations.

We also conducted a gap analysis in the year to evaluate our asset management levels against the ISO 55000, 55001 and 55002 Asset Management standards. The analysis has enabled us to identify where improvements are needed to ensure we continue to adhere to internationally recognised standards.

ACT also became the first gateway terminal in the APMT group to pilot the global FLOW project in 2023. These and other innovations helped us achieve operational improvements during the year. Our fuel consumption rate fell by 0.1 litres to 5.58 litres per quayside move, saving 48,400 litres of diesel, and our vessel idle time was reduced to an average of 72 minutes per vessel, a 23% reduction from 2022.

We have made these improvements while continuing to provide significantly lower port charges for transit cargo, with reductions ranging from 40% to 75% and special discounts available. This makes ACT an excellent choice for businesses seeking to streamline their logistics operations.

Container movement	Unit	2021	2022	2023
Full export	TEU	125,753	120,743	135,536
Full import	TEU	391,526	439,975	445,677
Transit	TEU	13,549	40,653	27,988
Total throughput*	TEU	765,662	852,554	898,736
Gross crane productivity**	Hours	34.28	35.32	33.37
Truck turnaround time	Hours	0.53	0.51	0.47
Dwell time for full import***	Days	6.80	8.71	7.97

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

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

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



### Spotlight

## New Operations Command Centre (OCC)

ACT opened a new Operations Command Centre in 2023. The centre will centralise our operations using an Integration Cell model. Designed and equipped with the most advanced IT, communication, and management tools, the centre will further enhance our operational capabilities and efficiency. Equipped with 12 screens linked to the terminal's CCTV cameras, the centre will provide operators with live reports and provide a central location for all operational matters relating to vessels, yards and gate activities.

### Spotlight

## Truck Alignment System

Traditionally, terminal truck drivers have had to depend on their own experience to position their trucks correctly for the cranes. Stop positions are always ahead of or behind the correct position, and moving the truck backwards or forwards into the correct position took time, resulting in reduced working efficiency.

ACT's new system is a laser-based guidance system that enables drivers to position their lorries underneath cranes quickly and accurately. This reduces the time needed to get trucks into place, enabling crane operators to load or discharge faster and more efficiently.







### Spotlight

## FLOW Project

FLOW is a global project to standardise port processes, visualise terminal operations, optimise equipment utilisation, and minimise waste. In 2023, ACT became APMT's first terminal to launch FLOW.

The implementation began with a review of all standard operating procedures, the creation of new work instructions and training employees to use them, and conducting process confirmations. The visualisation of operations, via a Data Pull Operating System, enables us to observe live data on our systems, helping us identify any abnormalities or deviations so they can be resolved. By improving efficiency, this will bring benefits such as reduced fuel consumption and equipment working hours, which will lead to reduced emissions.

**FLOW will also see the automation of a number of operations, including:**

- Asset digitisation – showing live and historical data for equipment, such as status, location, running hours, fuel consumption, and fuel levels.
- Digital Twin – an AI system that predicts upcoming operations based on trends from historical data.
- Automated terminal operating systems.
- Advanced Quay Commander – used for crane planning and real-time monitoring of crane schedules, vessel container moves, vessel activities, and vessel labour assignments.
- ED System – automating yard activities by distributing containers using pre-defined rules to minimise any unnecessary corrective interventions.

We will continue to implement these and other innovative systems in 2024.



# Responsible Customer Relations

**ACT is committed to providing an outstanding customer experience, built on meeting their needs and exceeding their expectations. We aim to apply best practice to ensure high levels of customer satisfaction at all times.**

Unlocking Innovation: introducing new products through strategic product development and value-added services activation.

Listening to our customers is an integral part of our own journey towards operation excellence. Engaging with our clients and understanding their needs helps us to ensure our services provide the best possible customer experience. In 2023, we introduced a range of initiatives to give customers increased options and flexibility and to provide a superior service.

To help customers with (green) transportation requirements, we aim to launch a new Green Shuttle service in the coming year. By using shorter routes the new service will significantly reduce travel time and fuel usage. Moreover, we are introducing a new range of electric vehicles into the shuttle fleet, supporting our transition from diesel to electric power and reducing our dependency on traditional fuel sources.

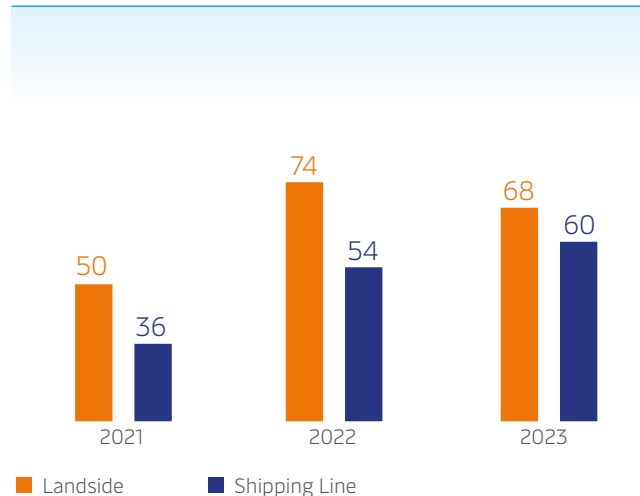
We have also introduced two new portals designed for claims and refund requests. Designed for all our customers, these user-friendly portals will facilitate a faster and simpler claims and refund experience.

As part of our move to increased automation, customers can now benefit from e-ticketing for our export service. All export documents can now be sent electronically rather than on paper, which also helps to reduce paper usage and eliminate human error. We have also introduced a fast Aqaba to the US export service specifically designed for the garment industry, including an option for customers to make partial as well as full payments for invoices and an online customer portal. Also new in 2023, a Yard

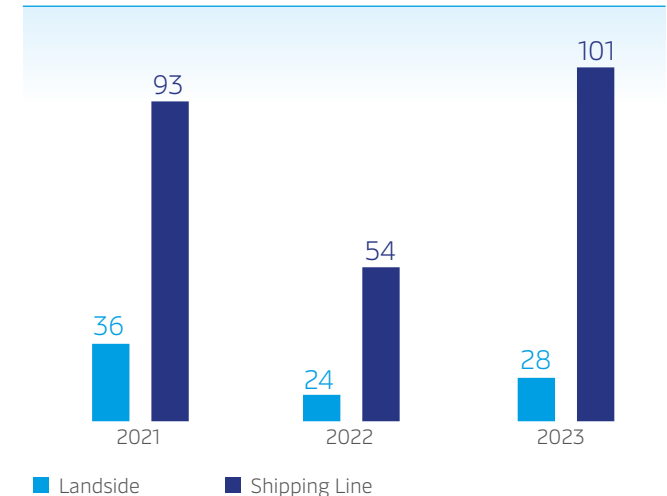
Inspection service based on Customs' requests reduced the load time in the Customs inspection yard.

During the year, ACT made the decision to complement the Net Promoter Score with the daily Customer Effort Score (CES) as a measure of customer satisfaction. CES is a customer experience metric that assesses the level of effort a customer must exert to resolve a support issue. This change aims to enhance the evaluation and prediction of customer loyalty. By closely monitoring feedback through CES, we gain a more insightful understanding of customers' issues and concerns, enabling us to proactively address them and achieve satisfactory resolutions.

**Net Promotor Score (NPS) (%)**



**Total number of participating customers in the survey**



## Spotlight

### Premium Productivity Service

ACT introduced a premium service in 2023 for vessels out of their berthing window. The new service offers extra productivity through berth moves per hour, enabling ships to depart early and reduce both CO<sub>2</sub> emissions and fuel use.

Previously, the berth window commitment level was low at just 20%, leading to low schedule reliability and increased labour costs. To address this, we designed the new service, communicated the benefits to customers, and set service level agreements to guarantee performance. ACT was the first terminal to launch such a service and it has already proven highly valuable to customers. Consequently, schedule reliability has increased to 50% and improved resource planning has resulted in cost levels reducing to acceptable levels.

The number of customers participating in our customer satisfaction survey rose in 2023 from 78 to 129, with shipping line clients exceeding 100 for the first time. While our landside net promoter score fell back slightly to 68 after a near-50% increase in 2022, our shipping line score rose to 60, building on the significant increase seen the previous year.

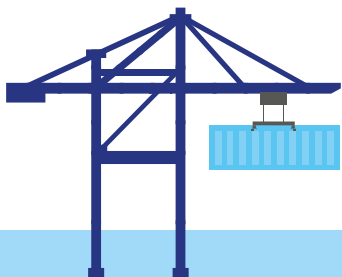
For the second successive year, our customer service desk system achieved a perfect 100% resolution rate in 2023. Offering value-added services for both landside and shipping lines and providing a one-stop-shop, enhance the overall customer experience and help us achieve greater customer satisfaction.

#### Percentage of resolved issues that were raised through the ACT customer service desk system



ACT has set out several strategic initiatives for the coming years designed to improve operating efficiency, enhance customer satisfaction, and embrace new technologies such as automation. These include:

- E-export process: moving all export-related paperwork from paper to electronic methods, resulting in less effort, fewer mistakes, and increased data integrity.
- Biweekly Product Development Process (PDP) activation: this will help ensure the process feeds the pipeline with new products and enable current ones to go to market.
- Establishment of the first dangerous goods yard for operations in Aqaba.
- Reefer data log and set temperature rendering service to shipping lines.
- Demurrage and Detention Collection rendering to shipping lines.
- Empty container segregation rendering to customers.
- Empty pool to have a suitable pricing strategy and a long-term term strategy to be introduced for empty storage.



# Promote Corporate Governance and Enhance Economic Vitality



Stakeholders and society increasingly expect companies to prioritise sustainability and to act responsibly, while continuing to deliver economic value. Issues like corporate governance, and data security and privacy are integral to this, and play a major role in shaping the reputation and perceptions of companies. At ACT, we recognise and understand the importance of these issues to our stakeholders, and are committed to the highest standards of governance, transparency, and ethical business practices.

#### Material topics covered

- Corporate governance and business ethics
- Data privacy and digitalisation
- Supply chain management

#### Alignment with the National Vision 2025

Support the Business pillar

#### Alignment with the Economic Modernization Vision

Support the Economic Growth pillar

#### 2023 Highlights

- 6% decrease in operating expenditure compared to last year
- Zero corruption cases
- Hosting an event for International Fraud Awareness Week
- Zero critical cybersecurity gaps
- New private 5G network
- New E-export service
- 100% of suppliers environmentally audited
- 83% of procurement spending allocated to local suppliers

#### Alignment with UN SDGs



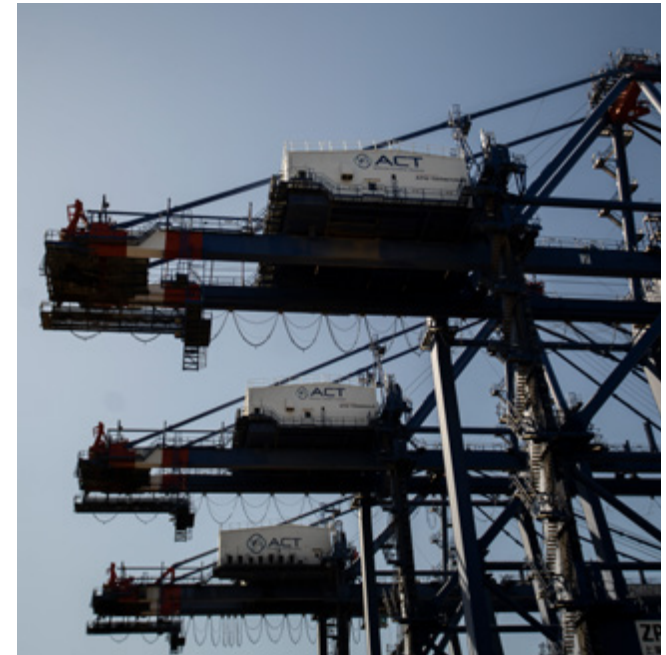
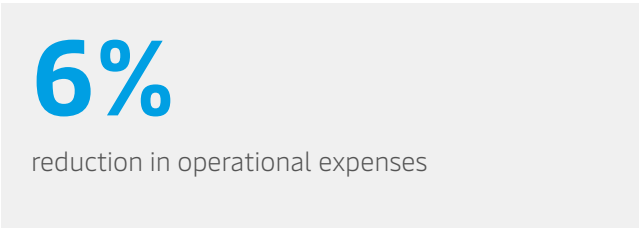
# Financial Performance

**The financial performance of a company is pivotal to its long-term viability, with financial robustness serving as a cornerstone for expansion and progress. Our strengthened financial position not only fortifies our capacity for growth and development but also amplifies our positive influence on Jordan's economy and the communities we support.**

In 2023, the global economy encountered formidable challenges, including heightened geopolitical tensions and escalating inflation and living expenses. These factors contributed to a decline of 5% in our revenue streams as demand for goods waned and trading activities diminished. Nevertheless, we maintain confidence in our ability to rebound as inflation abates and consumer demand rejuvenates, paving the way for renewed growth.

Despite grappling with escalating operational expenses, particularly soaring fuel and energy costs, we successfully curtailed our own operating expenditures by 6%. This achievement underscores our proactive measures to enhance operational efficiency continually. Moreover, our contribution of JOD 27,607,014 in royalties and taxes in 2023 underscores our commitment to bolstering the nation's economic vitality.

Financial performance	Unit	2021	2022	2023
Revenues	JOD	94,800,154	117,164,749	111,348,077
Year-to-year variance (of revenues)	%	-15	24	-5
Operating costs	JOD	59,428,616	75,100,619	70,348,409
Year-to-year variance (of operating cost)	%	-6	26	-7
Cost per container moved	JOD	142.63	156.45	145.00
Total payments to providers of capital	JOD	29,000,000	35,800,000	33,352,138
Royalties paid to the Hashemite Kingdom of Jordan	JOD	23,292,539	36,160,733	25,429,773
Taxes paid to the Hashemite Kingdom of Jordan	JOD	1,930,463	2,163,074	2,177,241
Depletion, depreciation & amortisation	JOD	9,263,336	8,542,003	8,581,529
Return on invested capital	%	29.8	50.7	54.3



# Corporate Governance

**ACT aims to always operate with the highest levels of transparency and reliability. In pursuit of this, we have a best-in-class governance framework supported by a structured, closely monitored reporting system to prevent any occurrences of corruption, fraud, or illegal actions throughout the company.**

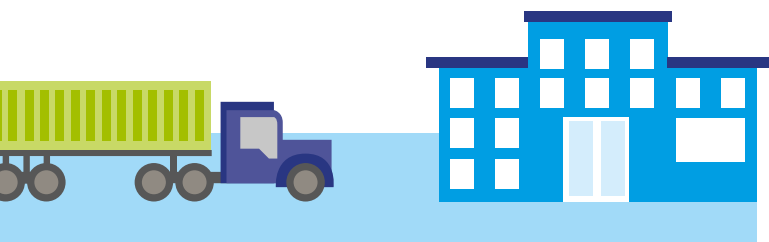
Board	Unit	2021	2022	2023
Independent directors	%	100	100	100
Total number of board members	#	7	7	7
Remuneration of board members	JOD	55,685	64,351	63,350
<b>Breakdown by age</b>				
30-50	#	2	1	2
> 50	#	5	6	5
<b>Breakdown by gender</b>				
Male	#	7	7	7
Female	#	0	0	0

## Board of Directors

Our Board of Directors consists of seven non-executive independent members. These include three representatives from ADC and four from A.P Moller Finance S.A. The Board of Directors meets every quarter to determine the overarching aims and directions of the business and to ensure ACT's compliance with the highest levels of corporate governance.

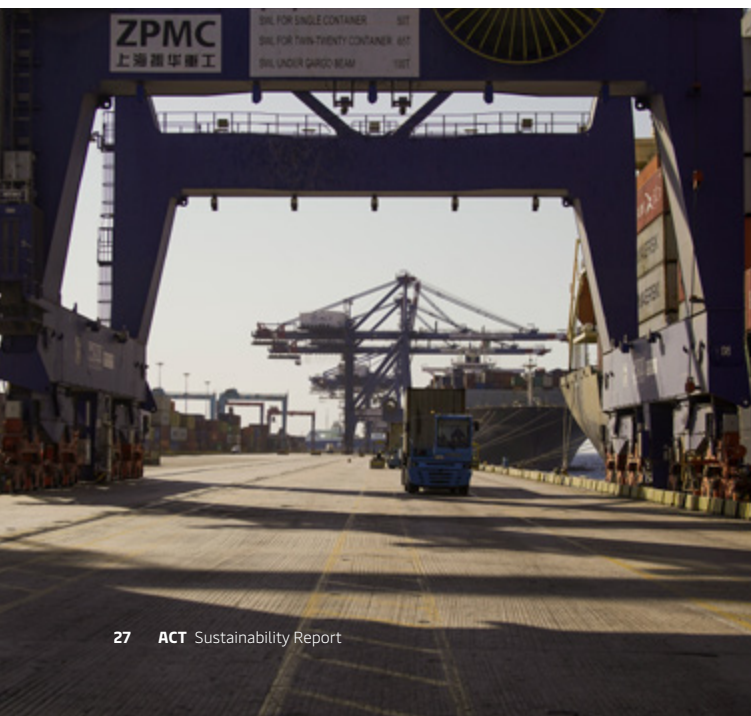
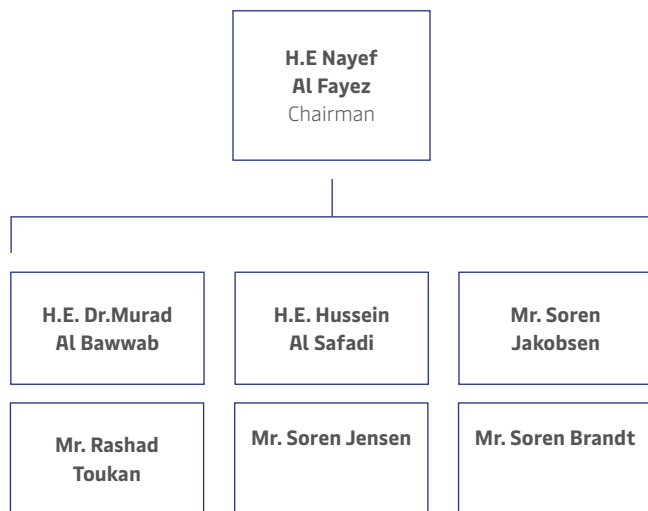
Members of the Board are selected for their relevant skills, experience, and expertise. The Board is subject to a robust and comprehensive evaluation process, which considers factors such

as the effectiveness of strategic decision making, risk management, stakeholder engagement, and the overall impact on the organisation's economic, environmental, and social performance. Sustainability is a key part of this process and is also built into the performance evaluation process of our executives and senior management. ACT has clearly defined key performance indicators related to ESG topics that directly contribute to the company's objectives. Performance against these KPIs is linked to the annual compensation of executives and senior management.





## Board of Directors Members



## Board Committees

The Board is responsible for monitoring and reviewing ACT's performance to evaluate whether the company is properly managed according to its objectives and for ensuring compliance with applicable laws and regulations through appropriate internal control systems. In terms of these controls, the Board ensures clear guidelines for responsibility, the delegation of that responsibility, authority, planning and follow-up.

### Audit Committee

The Audit Committee is a permanent sub-committee of the Board, responsible for assisting the Board in fulfilling its duty to review and oversee the company's achievement of objectives, implementation of internal controls, efficient organisation, integrity in financial reporting, compliance with statutory requirements, and risk management.

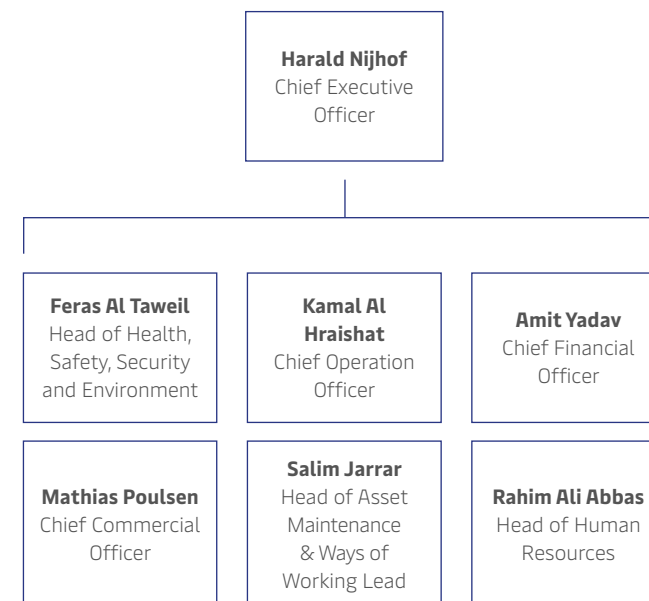
In particular, the Audit Committee:

- Assesses the adequacy of the company's risk management efforts and processes, including management initiatives and internal risk management reporting.
- Performs an annual review of the company's risk file, the input on risk management to the budget, and the section on risk management in the annual Management Report.

## Senior Management Team

ACT's Senior Management Team (SMT) has a wealth of relevant knowledge and expertise, with an average 20 years' experience per member of the shipping and logistics sector. The SMT is led by our CEO, Mr. Harald Nijhof, who is responsible for the day-to-day management of ACT's business.

The management approach at ACT revolves around engagement. We operate an open-door policy, through which any employee can communicate directly with relevant parties from line management up to the CEO.



# Business Ethics and Compliance

**Consistent with our commitment to sustainability, and aligned with our core values of care, humility, and honesty, ACT upholds the highest standards of ethical behaviour. We always behave with integrity and transparency.**

We have adopted APMT's Code of Conduct and embedded it throughout our business. The Code provides a framework for all business activities and helps us to maintain our commitment to ethical behaviour. It includes clauses covering financial controls such as anti-fraud and anti-money laundering as well as ACT's stance on:

- Anti-corruption
- Gifts and hospitality
- Donations, sponsorships, and charitable contributions
- Sanctions
- Conflict of interest

# Zero

cases of corruption in 2023

Business ethics and compliance	Unit	2021	2022	2023
Number of significant risks related to corruption identified through the risk assessment	#	1	2	1
Total number of confirmed incidents of corruption	#	0	0	0
Percentage of employees who received anti-corruption training	%	23	47	15

- The two areas where significant corruption risks were identified in 2022 are: Sourcing & Ordering, Payroll Processing  
 - The one area where significant corruption risk was identified in 2023 is: Payroll Processing  
 - Mitigation plans are underway to reduce any potential for fraud risk within the Payroll Processing area

ACT operates policies across the company to ensure responsible business conduct. Our Internal Audit function develops comprehensive policies covering ethics, sustainability, social responsibility, and compliance, while our Human Resources department maintains policies

addressing ethical conduct in the workplace. These policies are regularly communicated to all employees through training, handbooks, and internal communications. Managers and departmental heads ensure that our day-to-day activities are aligned with these policies.

## Spotlight

### Enhancing Compliance and Ethics

In December 2023, we welcomed a visit by a Maersk Compliance Manager who provided awareness-raising sessions to ACT management on compliance topics. These included anti-corruption, facilitation payments, conflict of interest, sanctions and export controls, and ways of enabling employees to report any suspicious activities.

Our Internal Audit function conducted a refresher training on our Code of Conduct for around 100 employees, mostly new joiners and security staff with no direct access to the Code. Internal Audit also hosted International Fraud Awareness Week in November to help raise employees' awareness of issues around fraud. Amongst other issues, employees were shown how to report suspicious cases of fraud through our whistleblower system and hotline.

# Whistleblowing and Grievance

**ACT has a robust and well-established anonymous whistleblowing system that enables our employees to report any potential or confirmed threats to our operations or any illegal practices that conflict with our Code of Conduct. We proactively address any such risks to prevent any negative outcomes to our business. This system is an important element of our governance framework and reinforces our commitment to operating ethically.**

In 2023, a notable addition includes a dedicated phone number for streamlined communication. Moreover, it is important to highlight that both external and internal stakeholders now have access to the same grievance system, ensuring a unified and inclusive approach to addressing concerns.





# Data Privacy and Digitalisation

**Digitalisation is a key element of ACT's business strategy. The digital revolution is bringing new ways of working and exciting opportunities for companies to address their challenges. We have our own digital transition plan, designed to utilise new technology to improve efficiency and profitability and build long-term sustainability in a digital world.**

We are focused on leveraging technology to improve our service offering and enhance our operations. Our priorities are customer value, cross-functional integration, high-quality service delivery, and effective IT management and governance.

## Our commitments for digitalisation in 2024 include:

- Completion of gate automation
- Berth planner implementation and integration with our Terminal Operating System (TOS)
- Continuous optimisation of our TOS
- Implementing Network Reference Architecture<sup>1</sup>
- Maersk network integration

<sup>1</sup> Refers to a standardised and structured framework that provides guidelines and best practices for designing, implementing, and managing a network infrastructure. It serves as a blueprint that defines the essential components, their interconnections, and the overall organisation of a network to meet specific requirements and objectives. A well-defined Network Reference Architecture helps ensure consistency, scalability, and efficiency in network deployments.

## Digitalisation Priorities and Initiatives in 2023

### Stakeholders & Customers



ACT launched two projects to digitise the capturing of container information at the Quay side and Gates through OCR. The Crane OCR solution is now fully deployed, lowering safety risks by reducing human-machine interaction and increasing operational performance. Work on the Gate OCR system is ongoing.

Launched new portals enabling customers to request services online. An online payment solution integrated with ACT's invoicing system enables customers to settle invoices online.

### Cross-functional Integration



We began integrating IT systems into APMT's central cyber security platforms, to prevent and reduce the risk of security breaches and any potential future cyber threats to ACT.

### IT Service Delivery



We implemented new technological solutions to better manage our supply chain and operations: Upgrade of N4\* to latest version, N4 Billing\*\*, New Track and Trace, Integration with Nafith\*\*\* and Customs Expansion, ED system, FLOW, a new Central Data Hub, and Warehouse Data & Collection (WADACO) automated inventory.

Launch of FLOW system, enabling real-time data on equipment use and status, operational performance, and faults/anomalies, enabling optimised equipment utilisation and reduced costs and emissions.

### IT Management & Governance



A cyber security assessment (penetration testing) was performed to identify potential security gaps or vulnerabilities. No major or critical gaps were found.

Regular awareness-raising communications on cyber risks and data privacy were communicated to employees in 2023.

\* APMT's official Terminal Operations System.

\*\* APMT's official billing system used to generate customer invoices.

\*\*\* Truck Reservation System, used to manage and control truck flow calling in to Aqaba ports.

### Spotlight

## ACT's New Private 5G Network Provided by Orange Jordan

The deployment of 5G opens a new era for ACT's digital transformation by enabling the exchange of reliable, real-time data from any location within the terminal. One of the applications made possible is asset digitisation, through which operational data is collected from container handling equipment (RTG, terminal trucks, etc.) and transmitted in real time. The information is then processed to support operational activities and decisions. This will further improve ACT's efficiency and commitment to serve our customers even better.

In 2023, ACT began the upgrade of its traditional wireless system to a private 5G network in collaboration with one of the leading telecom providers in Jordan. The deployment of the new network will bring greater insights into equipment performance, which will enable us to optimise deployment and reduce the number of idle hours. These improvements positively impact equipment lifespans, environmental performance through reduced emissions, and financial performance through lower costs.







### Spotlight

## Gate Automation & Truck Appointment System

Initiated in 2023, this project will optimise container delivery and drop-off by reducing truck waiting times, optimising the influx of trucks to facilitate more efficient use of container handling equipment, and improving safety by reducing human-machine interactions.

### Spotlight

## Implementation of E-export Service

Our aim was to digitise the service of containerised exports in collaboration with Jordan Customs.

Traditionally, the export of containerised cargo was a manual and time-intensive procedure. Customers or their representatives needed to present a series of physical documents to prove customs clearance before the cargo could be exported. These documents required manual verification and archiving by ACT.

To improve the customer experience, reduce the need for paper, and assist Jordan's export trade, we set out to develop a swifter digital process. We agreed to a framework and business process with Jordan Customs, engaged with all stakeholders to gain feedback and hear concerns, and reached agreement with Customs. Following the successful introduction of the new system, customs' approval is sent electronically directly to ACT, processed automatically in our systems, and an audit trail established. There is no longer a requirement for customers to visit ACT after obtaining customs' approval, and all paperwork has been eliminated.



# Supply Chain Management

**Our commitment to sustainability and being a responsible business extends along our supply chain. We believe in building open, honest, and ethical relationships with all our suppliers, and we expect them to abide by Maersk's Supplier Code of Conduct. This covers issues such as business ethics, health and safety, working conditions, environmental considerations, and employment practices, including child labour and freedom of association. ACT also abides by Maersk's Compliance Programme, which includes issues related to labour and human rights and extends to ACT's suppliers.**

All new suppliers are screened using a Supplier Evaluation Form, which includes environmental criteria. For the third successive year, all new suppliers were successfully screened. Moreover, 100% of our suppliers were subject to an environmental audit. All of them passed the audit, with none identified as having significant actual or potential negative environmental impacts.

Our value chain relies on a wide range of suppliers. Through our support for the Jordanian National Vision 2025, we give preference to local suppliers in our procurement process. In 2023, the percentage of our procurement spent with local suppliers rose to 83%, up from 81% in 2022.





# Enhance Employee Engagement and Talent Development



We believe in creating a safe, inclusive, supportive work environment that nurtures people's talents and provides everyone with opportunities to fulfil their potential. Our workplace culture is based on openness, respect, collaboration, and professional development. We invest in the well-being and growth of our employees through regular training and development, aiming to help each of our colleagues use their skills and experience to build successful careers.

#### Material topics covered

- People development
- Human rights
- Diversity, inclusion, and equal opportunity

#### Alignment with the National Vision 2025

Support the Society pillar

#### Alignment with the Economic Modernization Vision

Support the Economic Growth pillar

#### 2023 Highlights

- 99.4% nationalisation rate
- 100% of employees received a performance review
- Initiation of the first phase of the Skillsoft platform
- Zero incidents of harassment or discrimination
- 10% female representation in management positions
- 49% increase in female training hours compared to 2022

#### Alignment with UN SDGs



# People Development

**A business is nothing without its people. That's why ACT believes in investing in the development and well-being of our employees.**

ACT abides by Maersk's Global Employee Relations Commit Rule, which sets out our commitments towards our workforce and to providing good and fair employment conditions to all employees. Our Global Employee Relations Commitment covers:

- Health, Safety and Security
- Equal Opportunity and Diversity
- Child labour
- Forced labour
- Freedom of Association and Rights to Collective Bargaining
- Working Hours
- Compensation
- Fair Procedures

## Our Workforce

In 2023, our workforce consisted of 893 employees, of whom 873 were male and 20 female. Our nationalisation rate was 99.4%, which demonstrates our important role in creating job opportunities that support the local community and economy.

Providing learning and development opportunities is a priority for ACT, with three key drivers: supporting individual and collective learning and steering

learning activities by Senior Management; building collaborative relations across different operational levels and functions; and establishing internal relations within learning groups to boost performance. In all of this, we are focused on identifying individual learning needs in skills, behaviours, and technical competencies, developing organisational learning, and building intellectual capital to harness knowledge and skills across the business.

Our workforce	Unit	2021	2022	2023
Total workforce (full-time employees)	#	938	919	893
<b>Workforce by employment level</b>				
Senior management	#	6	7	7
Middle management	#	30	35	34
Staff	#	902	877	852
<b>Workforce by age group</b>				
18-30	#	106	91	69
31-40	#	432	431	443
41-50	#	286	279	271
51-60	#	114	118	110
<b>Workforce by gender</b>				
Female	#	20	20	20
Male	#	918	899	873
<b>Nationalisation</b>				
Jordanian rate	%	99.8	99.7	99.4



## Employee Attraction and Retention

Retaining talent is an important focus for ACT in building a sustainable future. Consequently, the satisfaction and well-being of our employees is very important to us. In 2023, 30 employees left ACT, with a turnover rate of 3.3%. We welcomed four new employees to the company during this time.

# 100%

of our employees received a performance review in 2023

<b>Turnover and new hires</b>	<b>Unit</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Total number of employees who left the organisation	#	43	20	30
Workforce turnover rate	%	4	2	3.30
<b>Turnover by employment level</b>				
Senior management	#	1	0	2
Middle management	#	0	0	3
Staff	#	42	20	25
<b>Turnover by age group</b>				
18-30	#	2	2	0
31-40	#	2	0	5
41-50	#	9	9	8
51-60	#	30	9	17
<b>Turnover by gender</b>				
Female	#	0	0	0
Male	#	43	20	30



## Employer of Choice

ACT is proud to be an employer of choice in Jordan. To maintain this status, we provide a workplace that recognises and nurtures the skills of employees and acknowledges the contribution they make to the company's success.

We offer a competitive package of pay and benefits, as well as incentive programmes that reward the achievements of our employees. This is a key element in attracting and retaining the best talent. A full list of our extensive range of employee benefits can be found in our [2022 report](#).

### Employee wages and benefits ('000 JOD)



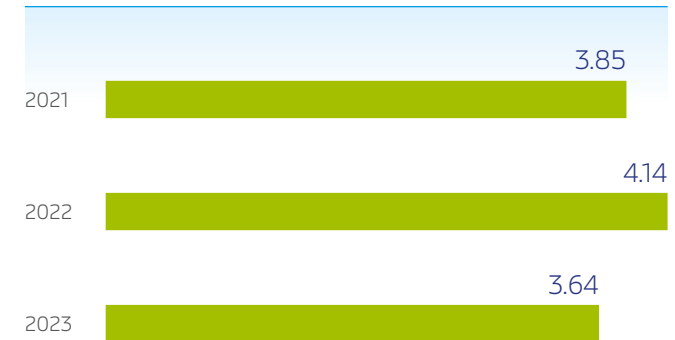
## Employee Engagement and Satisfaction

We regularly engage with our employees through performance evaluations, personal development plans, and an annual employee survey to gather their ideas and feedback.

Our satisfaction survey in 2023 resulted in an average score of 3.64 out of 5, down from 4.14 in 2022. Throughout the year, we had an extensive programme of communications and awareness-raising with our employees, as well as team-building sessions and GEMBA, which involves managers observing employees, asking them about their work, and identifying ways to increase productivity.


In 2023, ACT launched the first phase of a new coaching programme, Training Within Industry (TWI) Job Relations, part of the Training Within Industry initiative. TWI Job Relations helps managers achieve results via improved work relations and is based on leading with respect for employees and building trust. It strengthens managers' leadership capabilities by equipping them to use a logical, common-sense, and people-centric approach to handling issues. Fifteen leaders completed the basic training, and four of our Senior Management Team are now certified facilitators.

### Employee engagement and satisfaction score (0-5 scale)




## Training and Development

Continuous learning and development are essential for professional and personal success. At ACT, our key training and development objectives are to:

- 


Increase individual effectiveness and efficiency by encouraging and supporting staff to achieve individual and career goals.

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- 


Assess employees' capabilities to achieve the aims and objectives of the job.

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- 


Invest in staff training and development to enhance the commitment of staff.

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- 


Promote the culture of sharing knowledge and best practice.

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- 


Build effective leadership that drives for change and equips the team to deal with changes.

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- 

Build strong and effective teams.

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- 

Increase motivation and job satisfaction.

To support these objectives, ACT provides a wide range of in-house training programmes covering both technical and soft skills. Our voluntary job rotation programme enables employees to be temporarily assigned to another position or department to expand their knowledge and experience.

ACT also offers regular external training and arranges knowledge-sharing visits for staff to other terminals. In 2022, training hours surged as a response to the limited activities during the 2021 pandemic. The spike aimed to address gaps and missed opportunities, with the implementation of a lean management system playing a significant role. However, in 2023, ACT achieved stability and consistent delivery in various training activities, resulting in a decline in training hours compared to the previous year.

Our training focus in 2023 was on business transformation and ways of working, including lean tools such as problem-solving skills, standard processes, 5S, and value stream mapping that support the implementation of a lean management system.

Training and development	Unit	2021	2022	2023
Total number of training hours for all employees	Hours	4,117	24,455	18,594
Total training hours for female employees	Hours	115	532	793
Total training hours for male employees	Hours	4,002	23,923	17,801
Total cost of training	JOD	1,050	108,405	63,722
Average number of training hours per employee per year	Hours	4.39	26.61	20.82
Average cost of training per employee	JOD	1.12	118	71.36





### Spotlight Skillsoft

Central to our business ethos is a robust commitment to our people, who are indispensable assets essential to our success. We prioritise their growth and development through comprehensive learning tools and resources, fostering opportunities for continuous learning at every career stage. To ensure the proficiency of our workforce aligns with our strategic vision, we maintain cutting-edge facilities and integrate the Skillsoft platform for blended learning experiences. Our proactive approach involves identifying development needs, selecting cross-functional pilot teams, and executing a well-rounded communication and marketing campaign. Phase one of providing e-learning access to 190 white-collar employees has been a success, marking our dedication to cultivating a culture of continuous learning. Witnessing the enthusiastic embrace of this platform across functions reinforces our belief in the transformative power of ongoing education. Looking forward, we anticipate phase two in 2024, targeting around 300 blue-collar employees, extending e-learning access to further fortify our workforce's professional development, ensuring resilience in the face of evolving challenges and contributing to the long-term sustainability of our organisation.

## Human and Labour Rights

ACT respects its employees' right to associate freely with and to join organisations of their choosing and to participate in collective bargaining in accordance with local regulations. Under Jordanian law, the period for collective bargaining agreements is two to three years. Negotiations are specified in collective agreements for six months from the date of a demand being submitted.

ACT does not tolerate any form of forced or child labour. We make our position on human rights clear to our employees and third parties through our regular ACT compliance training. A formal grievance mechanism enables both internal and external stakeholders to report any human rights-related incidents.

# Zero

Zero incidents of harassment or discrimination reported in 2023.

# Diversity, Inclusion, and Equal Opportunity

**ACT is committed to a workplace that embraces diversity and equality. A diverse workforce provides a greater range of skills and perspectives, while enhancing employee creativity and productivity, making it a better, more productive, and more representative place.**

We have a zero-tolerance approach to any type of discrimination. Applicants of any nationality, religion or gender are welcome to apply for any position at ACT, and our clearly defined hiring procedures enable us to select the best person for each position.

## Female Employment

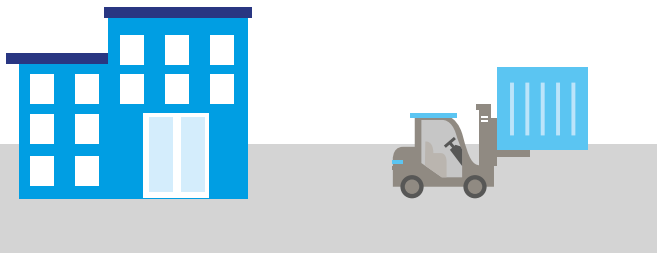
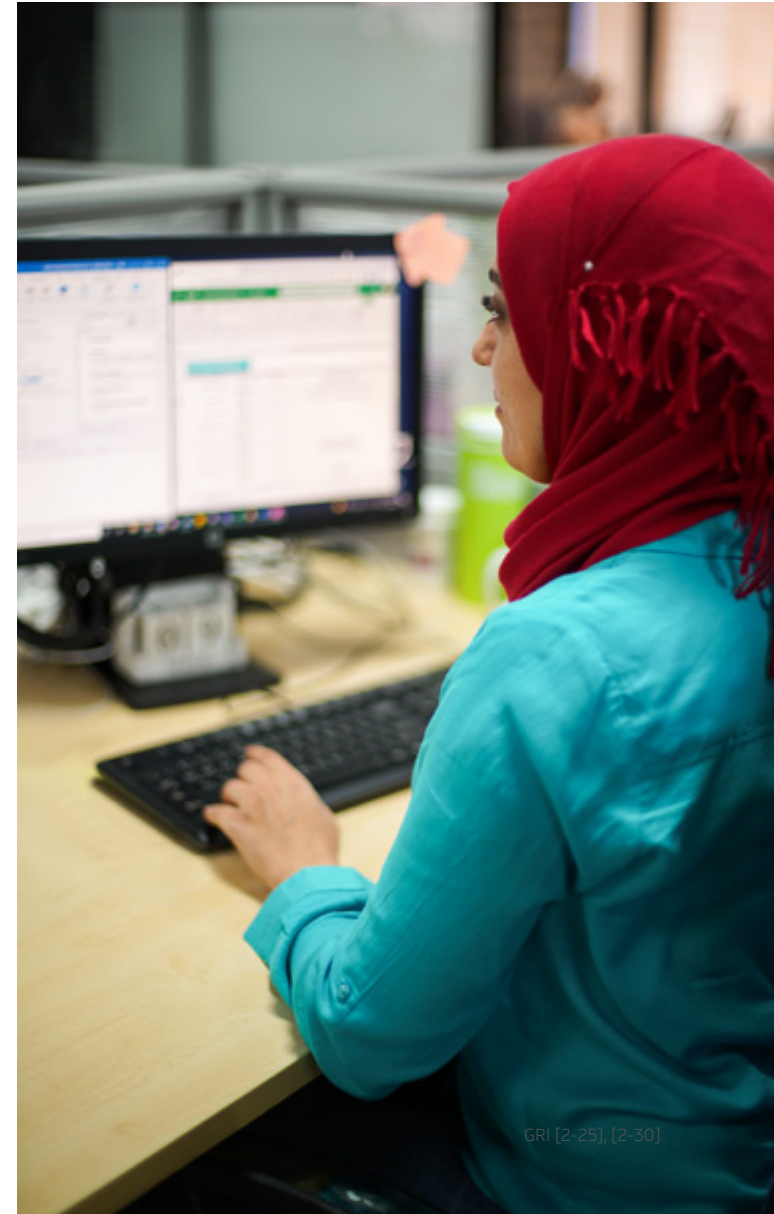
ACT aims to provide our female employees with a safe and nurturing work environment. We do not allow discrimination or harassment of any type and we take appropriate action against perpetrators whenever such occurrences occur at the terminal.

In 2023, female employees accounted for 2.23% of the total workforce, a rise of 0.1% on 2022, and around 10% of management positions. We provided 793 hours of training to our female employees, a rise of 49% from 2022, an average of 39.7 for each person, compared with 26.6 in 2022 and 20.4 for male employees.

## Parental Leave

ACT understands the importance to our employees of their families and the role of parents. We therefore encourage our employees to take parental leave to look after their new children.

In 2023, one female employee and 69 male employees were entitled to and took parental leave, and all of whom came back to work after the end of their leave.





# Ensure Employee Health, Safety, and Security

The health and safety of our people is our paramount concern. We have robust health and safety policies and procedures, complemented by rigorous incident and risk management protocols. Regular training and awareness raising ensure that health and safety is always at the forefront of our operations.

#### Material topics covered

- Occupational health and safety
- Incidents and risk management

#### Alignment with the National Vision 2025

- Support the Citizen pillar

#### Alignment with the Economic Modernization Vision

- Support the Quality-of-Life pillar

#### 2023 Highlights

- Zero fatalities
- 21% reduction in the number of recordable work-related injuries compared to 2022
- 90% of incidents reported through GIZMO were successfully resolved
- 1<sup>st</sup> container terminal in Jordan to appoint a dedicated dangerous goods advisor
- Gold sponsorship of the International Engineering Conference
- 100% of employees and contractors received training in H&S best practices
- Sponsorship of Maersk's Leading with Care programme
- Full review of risk assessments was conducted

#### Alignment with UN SDGs





# Occupational Health and Safety

**Health and safety (H&S) are embedded throughout our operations, without compromise. We are dedicated to providing the highest standards of safety and protection for all our employees, and responsibility for health and safety lies directly with the CEO. Our H&S management system complies with Jordanian legal requirements and with the global APMT standards, and we adhere to APMT's FATAL 5 standards. All employees receive training in health and safety and safe working practices, which is regularly reinforced and updated.**

ACT's approach to health and safety focuses on three key themes, as outlined in the [2022 report](#), and our H&S policy covers all workers and extends to external parties and contractors. The policy is overseen by our H&S committee, which meets monthly. The committee includes around 60% representation from our workforce, whose participation is essential in raising safety-related issues and concerns and suggesting solutions and improvements.

We are pleased to report that in 2023, for the tenth consecutive year, no fatalities were reported, and the total number of recordable work-related injuries fell by 21%, despite an increase in the number of hours worked.

To identify any work-related hazards and assess risks, we regularly carry out safety inspections, GEMBA walks\*, meetings, and risk assessments. Following these activities, any identified actions are

Health and safety	Unit	2021	2022	2023
Working hours	Hours	2,525,565	2,511,991	2,556,240
Total number of recordable work-related injuries	#	18	24	19
Total Lost Time Injuries Frequency Rate (TLIFR) (contractors and employees)	Per million man-hours	0.79	3.18	1.96
Fatalities (contractors and employees)	#	0	0	0
Sick leave	Days	6,422	6,868	6,374
Near miss incidents	#	15	20	26
Safety observations reported (unsafe acts and unsafe conditions)	#	2,407	922	681
External safety audits	#	1	5	6

initiated and assigned to owners for implementation. Employees are encouraged to report any unsafe acts or conditions. Any such observations are recorded and tracked on our GIZMO system, which enables any employee to record safety-related incidents. Results are analysed and used to evaluate and improve our H&S systems and procedures.

In 2023, 681 observations were reported through GIZMO. This was a 26% reduction from 2022, confirming the effectiveness of our health and safety measures and building a culture of safety throughout the company. Of the incidents reported, 90% were successfully resolved, up from 85% the previous year.

## 21%

reduction in total number of recordable work-related injuries fell by 21% compared to last year reported in 2023.

\* A Safety GEMBA Walk is a safety walk that incorporates the GEMBA method. It involves observing daily tasks to identify ways to improve safety continuously. Unlike a regular safety walk, which aims to ensure compliance with safety standards, a Safety Gemba Walk focuses on identifying potential areas for safety improvement. The goal is to monitor actions taken to complete tasks and find ways to make the workplace safer through continuous improvement.

External safety audits were increased during the year, following an explosion of a chlorine tank at an adjacent (non-ACT) port in 2022. Six such audits took place at ACT. This led to the development of an action plan to further enhance storage of dangerous goods, as part of which a new dedicated dangerous goods yard is to be created. We have also become the first container terminal in Jordan to appoint a dedicated dangerous goods advisor, who will lead our actions in this area. This appointment will make us a local and regional industry leader in respect of dangerous goods.

# 6

External safety audits at ACT in 2022

However, health and safety does not stop at our gates. In 2023, ACT was a gold sponsor of the International Engineering Conference, the theme of which was Energy, Environment, Safety, and Sustainability. The conference covered a range of safety-related themes including hazardous material management, disaster management, operational safety, and environmental protection. This conference was the first of its kind to take place in Aqaba, addressing unique topics such as safety and sustainability, with more than 650 professional participants. Furthermore, we took part in a safety initiative at a local school, Arwa Bent Abd AlMotaleb, educating students on first aid procedures

and emergency evacuations. Contributing in this manner aids in disseminating the safety message across the community.

ACT proactively aims to prevent any inherent occupational health hazards by mandating that all its personnel undergo regular medical checks. The checks are intended to enable ACT to determine whether the employee is capable of executing their job responsibilities without jeopardising their health. Additionally, it empowers ACT to carefully track and manage any potential health threats that may arise.



## Spotlight

### Global Safety Day

'We make it safe to speak up' was the theme of our annual Global Safety Day celebrations in September. The event emphasised open communication and safety consciousness. Various management team members conducted site visits to different ACT locations, engaging with employees, and discussing safety concerns and activities. Tens of locations within the terminal were covered, enabling numerous employees to voice their thoughts and provide valuable inputs on safety and related matters.

“ACT proactively aims to prevent any inherent occupational health hazards by mandating that all its personnel undergo regular medical checks”

## Health and Safety Training

As ever, training was an important part of our approach to maintaining health and safety in 2023. Once again, 100% of our employees and contractors received training in good H&S practices, with specific training for relevant employees on handling dangerous goods and the international framework governing their marine transportation.

# 100%

of our employees and contractors received training in good H&S practices

We also carried out 35 emergency response drills, fewer than in previous years as we focused more on quality rather than quantity, believing this to be more effective. We also partnered with the Civil Defence Directorate to provide our HSSE team with first aid training and firefighting in the event of an emergency.

ACT also participated in and sponsored Maersk's Leading with Care programme, which was launched to foster a culture of safety throughout the workplace.

In 2024, we will be looking to provide specialised H&S training for relevant employees, and to further incorporate APMT standards and practices.

Health and safety	Unit	2021	2022	2023
Employees trained in health and safety practices	%	100	100	100
Contractors trained in health and safety practices	%	100	100	100
Number of emergency response drills conducted	#	96	87	35





# Incidents and Risk Management

**Risk management and incident mitigation are priorities, and we continually implement measures to reduce potential risks across all our operations. We maintain well-established and robust emergency preparedness and response systems, which are regularly tested and refined, ensuring that the terminal is equipped to effectively manage any potential incidents.**



We have identified the main health and safety risk factors at the terminal, and work diligently to manage and mitigate any expected negative impacts that might arise. The key risks include:



Landside points of entry, accessible by water and land



Close proximity to the city and other terminals



Large volume of cargo and hazardous material (HAZMAT)



A big volume of trucks moving in and out



Fishing and recreation boats

A full review of our risk assessments was conducted in 2023, with outcomes cascaded to frontline staff to ensure their awareness of and preparedness for the risks. Embracing the philosophy of Kaizen (continuous improvement), we implemented measures to minimise hazards related to oil spills and potash leaks. Notably, we made significant improvements to terminal traffic arrangements, including the installation of new traffic signs, painting of barriers for greater visibility, repairs to the ground in traffic yards, and safety sessions with truck drivers. Additionally, we reviewed, updated, and shared our traffic management plan to further fortify our commitment to safety and operational excellence.

ACT adheres to the unified international maritime security framework (ISPS Code) for maritime security by the International Maritime Organisation, and our certification was extended last year to March 2028. We also have a Port Facility Security Plan, approved by the Jordanian Maritime Commission.

Looking ahead, we plan to focus on emergency response readiness and preparedness, providing further training to staff on our Occupational Health and Safety (OHS) system, and finalising the new arrangements of storage of dangerous goods.

# Decarbonise Operations and Mitigate Negative Impacts



ACT is ever mindful of the environmental impact of our activities. We have a robust approach to environmental management focused on lowering our environmental footprint by reducing energy and water use, resource consumption, and waste. We have set ourselves an ambitious goal to become net zero by 2040 and, to help get us there, to reduce our emissions by 70% by 2030. This aligns with APMT's own climate ambitions and will help build a more sustainable future, both for ACT and the wider community we serve.

#### Material topics covered

- Environmental management and compliance
- Climate change management
- Water and effluent stewardship
- Waste management
- Biodiversity and ecosystem

#### Alignment with the National Vision 2025

Support the Government pillar

#### Alignment with the Economic Modernization Vision

Support the Economic Growth and Quality-of-Life pillars

#### 2023 Highlights

- 46% increase in expenditure on environmental protection schemes and initiatives compared to 2022
- 54% increase in the number of environmental awareness training hours compared to last year
- Establishment of the Environmental Steering Committee
- Appointment of a dedicated Decarbonisation Manager
- 5% decrease in GHG emissions intensity (tonnes CO<sub>2</sub>e/1,000 TEU) compared to 2022
- 4% decrease in total energy consumption compared to last year
- 19 oil spill drills carried out

#### Alignment with UN SDGs



# Environmental Management and Compliance

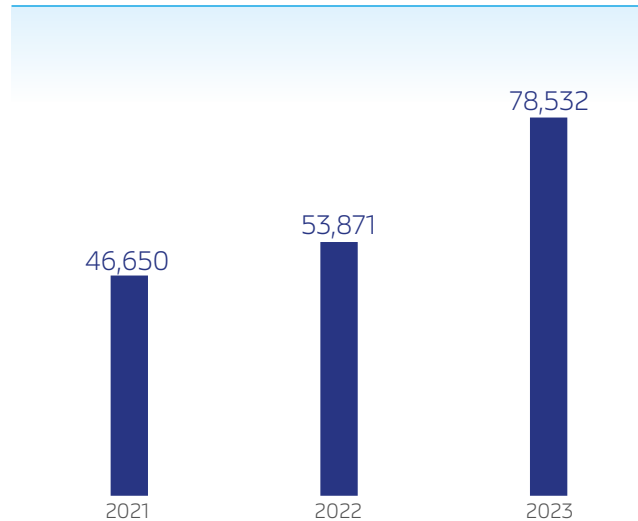
**ACT is highly aware of its responsibility to the environment. We aim to protect the environment in all our activities and thus maintain an established environmental policy (available here), which was also updated this year. Our policy ensures we comply with all applicable local and international laws, regulations, and ethical standards.**

Thanks to our commitment and efforts to be a sustainable eco-port, we hold the Lloyd's certificate of verification for Port Environmental Review, which means our terminal's activities, products, and services are operated in accordance with the highest standards in the region. We also hold ISO 14001:2015 certification, verified against Société Générale de Surveillance criteria, recognising our adherence to leading practice through our environmental management system. To learn more about our environmental activities, read our [environmental report](#).

In 2023, our expenditure on environmental protection schemes and initiatives increased by 46%. This was largely as a result of the purchase of new oil spill kits to be used in the event of an emergency.

We also achieved a 54% increase in the number of hours of environmental awareness training provided to employees and contractors, from 346.7 in 2022 to 534.7, reaching a total of 742 employees and contractors. This included training in ISO 14001 for frontline and blue-collar workers, as well as training

Environmental protection expenditure (JOD)



in initiatives such as Go Green Activity. Developing the knowledge and skills of our workforce in this way demonstrates our commitment to building a more sustainable business.

In 2023, we established the Environmental Steering Committee, dedicated to overseeing environmental activities, ensuring goal achievement, and identifying risks. The committee's pivotal tasks include ongoing evaluation to ensure our system's compliance with assessment criteria, statutory regulations, and contractual requirements. It also focuses on attaining system objectives, addressing past issues, and adapting to changes within ACT. Additionally, the

committee actively supports in the management of systems and risks, particularly in responding to spills through the "Oil Spill Response Team". The committee updates and identifies environmental aspects and impacts, implements ISO 14001:2015 standards, reviews objectives and operational controls for continuous improvement, facilitates internal communication on environmental matters between management and employees, fosters environmental awareness among staff, and reviews complaint records, nonconformity reports, corrective and preventive action reports. Crucially, the committee is entrusted with assigning responsibility for corrective actions. The committee also undertakes various Environmental Management System (EMS) activities as assigned by the Environmental Management Representative (EMR).

**46%**

increase in environmental expenditure in 2023

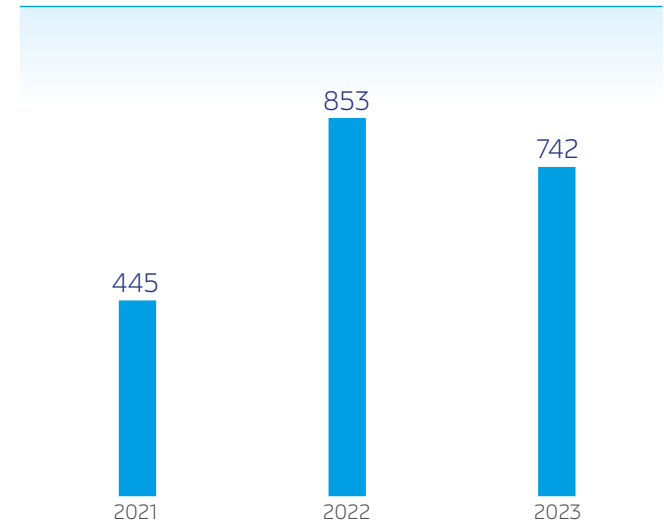




Several Kaizen projects were implemented, including actions to green the environment, reduce oil spills, energy use, potash leaks, and waste, and increase energy efficiency.

In 2024, we plan to build on our training by providing tailored environmental awareness sessions for a further 300 employees and ensure the full deployment of Skillsoft training for our HSSE department, with assessment by internal audit to ensure compliance. We also aim to implement at least one environmentally focused Kaizen project every quarter.

Total number of employees, contractors, and suppliers who attended environmental awareness sessions



# Climate Change Management

**The impacts of climate change are increasingly visible both locally and globally. Indicators such as the increasing frequency and force of extreme weather events highlight the urgent need to act on limiting climate change. Concerted global effort is required, in which all of us – individuals, organisations and governments – have key roles to play.**

## ACT's Decarbonisation Targets

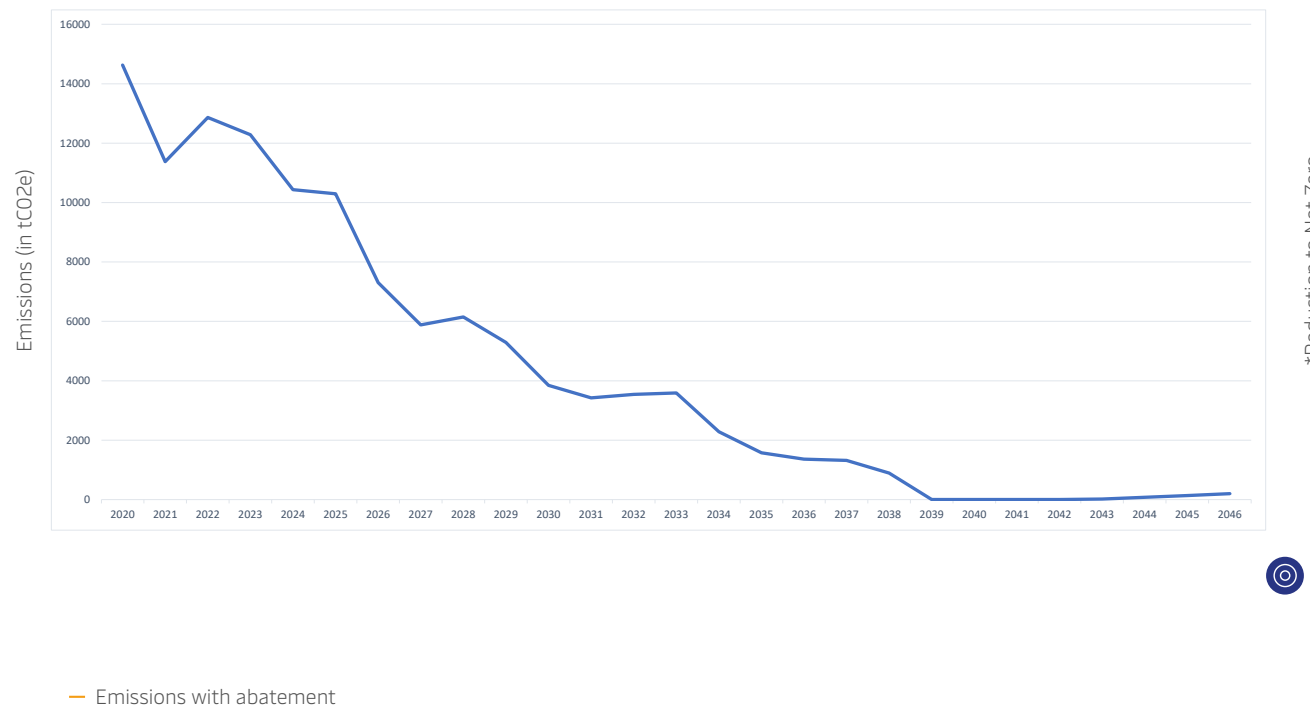
The maritime industry is undergoing a significant shift towards sustainability. By taking the lead in decarbonisation, ACT is positioning itself at the forefront of this transformation, ensuring its long-term success and adaptability in the evolving landscape.

With our location in the ecologically sensitive Red Sea region, we have a responsibility to minimise our environmental impact. Decarbonisation efforts directly address climate change concerns, contributing to a cleaner and healthier environment for Aqaba and the surrounding marine ecosystem. These are the drivers behind our target to achieve a 70% carbon emissions reduction by 2030 and to become net zero by 2040.

Our Decarbonisation Report sets out our goals and ambitions and the actions we are taking to achieve them through our three decarbonisation levers: energy consumption optimisation, electrification and renewable energy. Please refer to the [report](#) for more details.

Further, ACT has estimated a high-level CAPEX investment of around USD129 million will be required to implement all decarbonisation levers and achieve net zero by 2040.

### Terminal Emission reduction plan

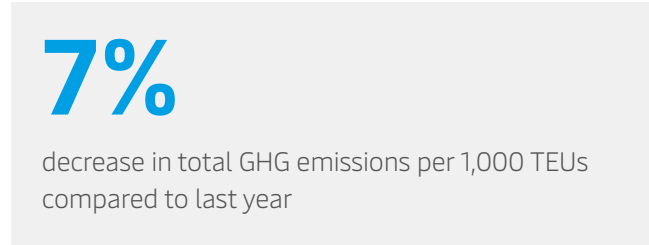


\*Reduction to Net Zero



In 2023, we took a significant step towards sustainability by appointing a dedicated Decarbonisation Manager, who promptly spearheaded the development of an initial draft for the updated decarbonisation master plan. This comprehensive blueprint maps out the strategic approach to replacing terminal diesel equipment, fostering essential infrastructure development, and seamlessly integrating onsite solar energy. Additionally, the plan outlines the expected impact on terminal emissions within scopes 1 and 2, exemplifying our dedication to environmentally responsible practices.

The total GHG emissions per 1,000 Twenty-Foot Equivalent Unit fell from 14.8 in 2022 to 13.7 in 2023. ACT's other emissions, with the exception of SO<sub>2</sub>, went up in 2023, largely due to readings being taken at a of very high activity at the terminal.



GHG emissions	Unit	2021	2022	2023
GHG emissions (Scope 1)	tCO <sub>2</sub> e	7,588	8,110	8,478
GHG emissions (Scope 2)	tCO <sub>2</sub> e	3,788	4,467	3,806
Total GHG emitted per 1,000 TEU	tCO <sub>2</sub> e/1,000TEU	14.9	14.8	13.7
Other air emissions				
NO <sub>2</sub>	PPM	11.33	7.97	17.25
SO <sub>2</sub>	PPM	0.00	4.17	4.17
TVOC	PPM	4.00	0.00	94.25
CO	PPM	0.24	0.39	0.56

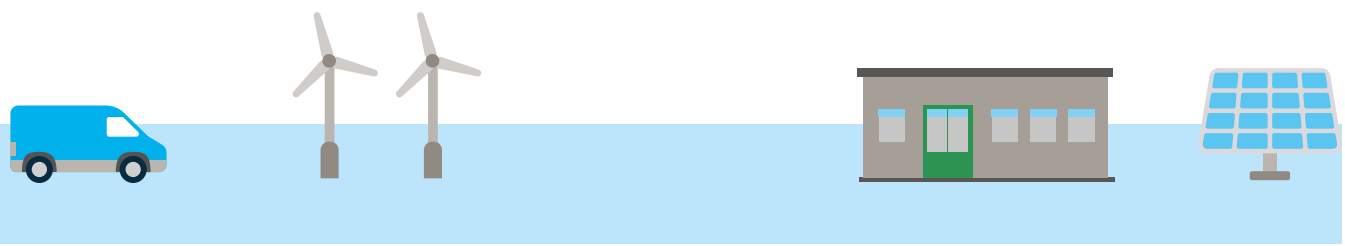
### Spotlight

## Equipment Electrification Pilot

In support of APMT's ambitious carbon reduction goals, ACT is leading the way in embracing sustainability through equipment electrification.

Amidst challenges in manufacturing electrical yard equipment, APMT initiated pilots across four terminals, with ACT at the forefront. ACT's proactive involvement includes testing two Empty Handlers, two Reachstackers, and 10 terminal trucks. Notably, all pilot equipment has successfully arrived at ACT, and the on-site acceptance test has been completed. This marks a significant milestone in our journey toward decarbonisation.

Over a 9-month pilot starting in 2024, this initiative, aligned with our Head of Asset Maintenance and WoW Lead's wisdom – "Embrace every new project as an opportunity to lead; those who forge ahead are the architects of success" – sets the stage for a sustainable future. The pilot's conclusion in September 2024 will inform APMT's path toward greener operations.



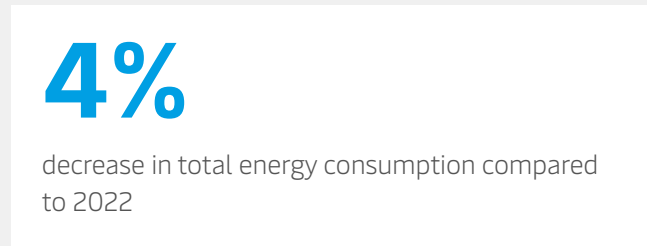


# Energy Management

**Energy management is a key part of our drive for sustainability and environmental protection. It is also key to achieving our target of 70% emissions reduction by 2030.**

Initiatives in 2023 aimed at better energy management included continuing to adopt lean management principles, particularly around energy consumption and efficiency in ship movements, better utilisation of equipment, and improved yard usage and movement. A major effort was made in the year to identify areas where fuel was being wasted, and we addressed the issue of equipment idling to avoid fuel waste. ACT also carried out process redesign, conversions, upgrades and retrofitting of equipment, coupled with employee training to instil more efficient practices and behaviours to achieve more efficient equipment use.

As a result of our efforts, ACT's total energy consumption fell by 4% compared with 2022, while electricity consumption fell by 16%, due to investment in our new solar system and transfer to full inverter air conditioning (AC).



Energy intensity	Unit	2021	2022	2023
Electricity intensity	kWh/TEU	12.8	13.7	11.0
Energy intensity	GJ/TEU	0.19	0.19	0.17
Fuel intensity	Litres/TEU	3.7	3.6	3.4
Electricity consumption	kWh	9,767,892	11,691,084	9,846,512
Total fuel consumption	Litres	2,849,998	3,050,670	3,054,609
Total energy consumption	GJ	145,459	160,149	153,661

## Spotlight

### Energy Optimisation

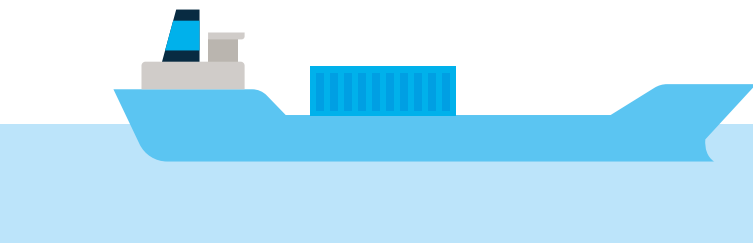
As part of our ambition to reduce emissions by 70% by 2030, we have a mission to optimise energy consumption. However, we face challenges. Traditional lighting and AC systems lack flexibility and control options and use a lot of energy, contributing significantly to our footprint and emissions production. To tackle this, we have replaced all traditional lighting fixtures with more efficient LED alternatives, saving around 60% on energy consumption. Similarly, by replacing our AC systems with inverter-based units, we have achieved a 30% reduction in energy use.

With these significant improvements in place, ACT aims to conduct an energy audit in 2024 with a view to gaining ISO 50001 accreditation by the end of 2025.

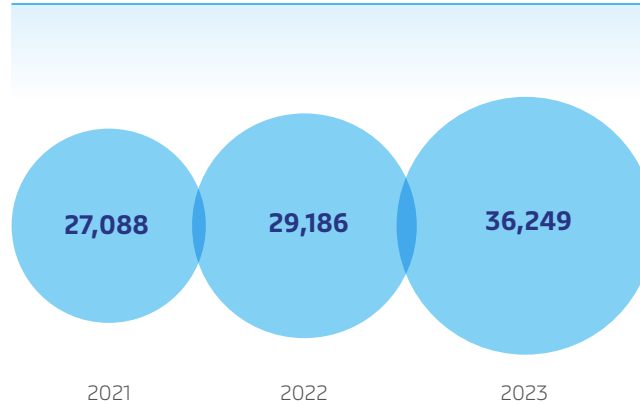
# Water Management and Effluent Stewardship

Jordan is one of the most water-scarce countries in the world, so managing water responsibly is a high priority for ACT. All water effluents from our yards, including sewage water, is collected and sent to the Aqaba Water Company's treatment plant. Our processes for the disposal of water effluent comply with the regulations of the ASEZA to ensure safe and responsible handling.

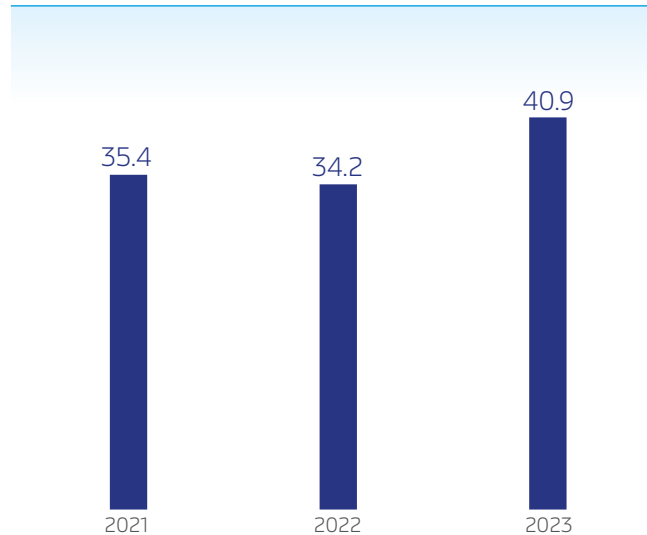
In 2023 there was a significant increase of 24% in our water consumption. This was largely due to supplying water to help firefighters tackle a large fire in Aqaba, increasing maintenance activities, implementing two planting projects within the Go Green activity, and supplying water to vessels throughout the year.



Water consumption (m<sup>3</sup>)



Water intensity



# Waste Management

**ACT follows the 3Rs principle for waste management: reduce, reuse, recycle. We continuously work to reduce the quantity of waste generated from our operations and make sure all waste is disposed of safely and in accordance with regulatory requirements. Please refer to our [2022 report](#) for details on our Waste Management Plan.**

By the end of 2023, we had successfully achieved our goal of having all contractors' invoices related to waste disposal in place, as per the requirements of the Waste Disposal Standard Operating Procedure. Waste collected at the terminal was collected and segregated and comprehensive records maintained. We actively monitor compliance with waste management regulations set by local environmental authorities and had no reported violations in 2023.

Waste management	Unit	2021	2022	2023
<b>Non-hazardous waste</b>				
Total amount of non-hazardous waste generated	kg	276,914	298,684	363,828
Waste recycled	%	38	32	32
Solid waste (wood, plastic, and others)	kg	114,132	147,269	150,870
Paper and cardboards	kg	104,225	96,119	116,988
Landfill - organic waste	kg	58,557	55,296	95,970
<b>Hazardous waste</b>				
Total amount of hazardous waste generated	kg	N/A	7,877,448	10,933,890

We carried out two initiatives in 2023 to reduce waste levels. We have installed new bins at the quayside to facilitate proper waste collection and disposal, addressing the issue of waste accumulation in this area. We also implemented a Kaizen project, called e-Waste, for paper and carton recycling. Additionally, we took a number of steps to improve compliance with waste management. This included more efficient programmes to sort hazardous from non-hazardous waste, appointing waste management partners in each department leading to greater compliance, and other programmes to increase waste management efforts. Together with increased maintenance activities and the implementation of various projects, this led to more hazardous waste being identified and segregated, which is why our total non-hazardous

waste increased by 22% during the year. Hazardous waste also increased, by around 39%, due to disposal activities following sea spills and an increase in disposal of items such as tyres, lithium ion and lead acid batteries, oils, sludge, and medical waste.

There was a 74% increase in the amount of landfill generated compared with 2022. Again, the greater emphasis on waste segregation and proper sorting was a contributory factor, along with an increase in contractors resulting in a rise on organic waste generation, increased disposal frequency, and more efficient cleaning programmes. The effective use of compactors at ACT ensures the proper disposal of all organic waste.



# Biodiversity and Ecosystem

**ACT's terminal is located in close proximity to environmentally sensitive areas such as the Aqaba Marine Reserve, with its significant biodiversity. Because of this, we prioritise the conservation of biodiversity and take steps to minimise our impact on these precious environments. This was highlighted during the Go Green Week in June 2023, when we organised and participated in several initiatives to improve the environment, including cleaning beaches by removing plastic waste, removing waste from the reefs near our operations, and hosting talks and awareness-raising sessions about the need to protect coral reefs and our marine environment.**

## Oil Spills Prevention

We make strenuous efforts at all times to prevent oil spills, and stringent measures are in place for every operation we carry out. Our proactive approach extends to a robust monitoring system, incorporating regular inspections of facilities and equipment. Leveraging advanced technologies, we enhance our ability to detect and respond promptly to any spills or leakages, reinforcing our commitment to environmental stewardship and operational excellence.

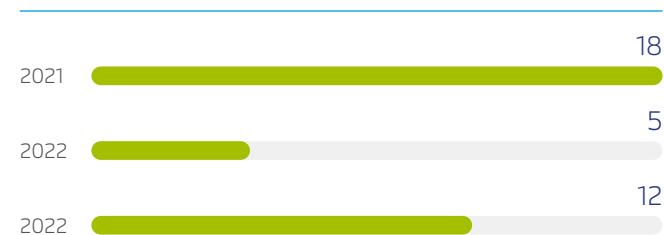
Supporting this, we regularly conduct oil spill drills and provide extensive training to ensure our personnel are equipped to prevent, respond to, and manage spills. Our training programme covers oil spill prevention,

contamination and response, and is provided to our clean-up crews as well as other relevant personnel. We also conduct awareness-raising activities and reinforce the minimum requirements for spill prevention and response. In 2023, we carried out 19 oil spill drills and implemented a Kaizen project on the reduction of oil spills from equipment, designed to help reduce oil spill incidents. In particular, the project addressed repeated incidents of leaks and spills resulting from the use of low-quality hoses sourced from local markets. These hoses are often damaged during the loading and offloading of containers at ACT yards, increasing the probability of spills.

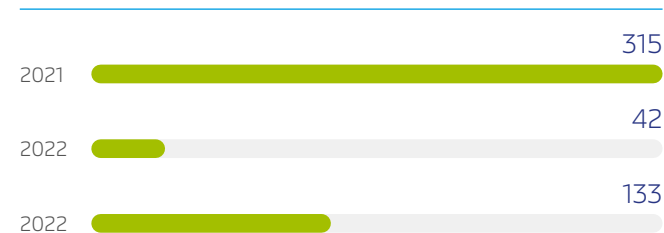
In response, we no longer use these low-quality hoses and have replaced them with higher-quality alternatives better suited to the high pressures of our equipment and the loading of full containers. This will help prevent spills in the future as well as the negative consequences such as contamination and land degradation. We also work with third-party contractors who specialise in dealing with leaks and spills that may occur during routine maintenance and operational activities.

Despite of the initiatives we undertook this year, there was an increase in spills in 2023, from 5 to 12, amounting to 133 litres of oil. This rise was attributed to leakage accidents involving yard equipment.

Total number of oil spills



Total volume of spills (Litres)



ACT has a comprehensive spill contingency plan that addresses potential spills from different operations such as transportation, loading and unloading, and sets out strategies and procedures for managing them. The plan includes a detailed description of the roles and responsibilities of all personnel involved in the response, the equipment, and materials necessary for effective clean-up, and the communication channels to be used in the event of a spill. The plan is reviewed and updated regularly to ensure it remains relevant and effective.

# Support Community Development and Empowerment



At ACT, we are very conscious that we are part of a wider community. Supporting that community and helping it to thrive is an important part of our role as a good corporate citizen. By working in partnership with local organisations, we can help improve the quality of life for people throughout Aqaba and the local area.

Our contributions to the community are in line not just with our own values, but with key national and international initiatives we support, including the Jordan National Vision 2025, Jordan's Economic Modernization Vision, and the UN SDGs. In pursuit of this, we have a Corporate Social Responsibility Committee that manages and oversees our CSR activities in line with Maersk Group's CSR policy.

#### Material topics covered

Responsible community contributions

#### Alignment with the National Vision 2025

Support the Society pillar

#### Alignment with the Economic Modernization Vision

Support the Quality-of-Life pillar

#### 2023 Highlights

- 77% increase in community investments compared to 2022
- A community needs assessment was conducted
- Support of job-creating opportunities for the local community
- Proposal of the Aqaba Maritime Community Project

#### Alignment with UN SDGs



# Responsible Community Contributions

**As part of our goal to improve people’s quality of life, we have established partnerships with NGOs and other community-based organisations in Jordan.**

In 2023, we invested in 15 CSR projects, up from 10 in 2022, with a total expenditure of JOD 141,120, a 77% increase compared to last year. This was in line with our plans, stated in last year’s report, to expand our impact by increasing the number of beneficiaries we support. We especially want to focus on the education sector.

During the year, we conducted a community needs assessment in partnership with the Aqaba Directorate of Education to determine the infrastructure and services needed by schools. This will help inform our ongoing support for local schools. We also work closely with universities in Jordan, providing three-month training programmes for students and a one-year programme for those who already have a scholarship from ACT.

# 15

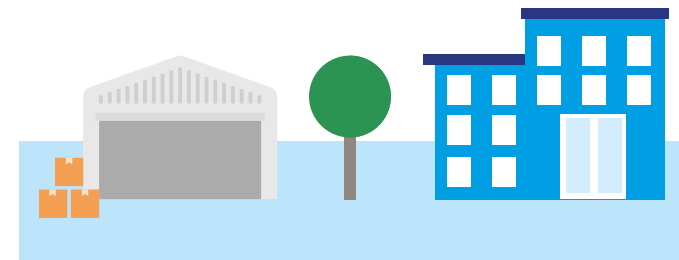
CSR projects invested in during 2023

Community investments	Unit	2021	2022	2023
Community investment	JOD	57,770	79,838	141,120
Community investment as % of pre-tax profits	%	0.15	0.33	0.30
Community investment as a % of company revenue	%	0.06	0.10	0.13
Number of CSR projects	#	6	10	15
Volunteerism				
Number of volunteers	#	82	543	271
Employee volunteer hours	hours	2,777	2,335	1,813
Number of volunteering days	days	312	112	140

## Strategic Partnerships for Social Development

ACT maintained its partnerships with the King Hussein Cancer Foundation (KHCF) and Tkiyet Um Ali for an eighth year in 2023. These partnerships enable us to support their admirable efforts in providing aid and relief to Jordanian families who need it most.

In 2023, we contributed to local job creation by actively engaging in community projects. Notably, we partnered with local educational institutions to launch skill development initiatives. These programs provided training sessions and workshops, empowering community members with skills essential for success in today’s evolving market. Our focus on continuous learning aimed to improve employability and promote economic self-sufficiency.





# Strategic Community Investments

**ACT's CSR strategy efforts focus on three key areas: Education, Environment, and Well-being, in line with our overall business strategy. We believe that by supporting these three pillars, we can make a meaningful difference to the world and contribute to building a better future for all.**

## Education CSR Projects

Supporting education is a key part of our CSR work in the community. We prioritise providing equal educational opportunities for children from disadvantaged backgrounds, through financial assistance and the provision of school supplies. ACT's goal is to help eliminate educational inequality and empower children to reach their potential.

### Spotlight

## The Impact of the 'STEP' Initiative

ACT maintained its School Transformation and Education Program (STEP) in 2023 for the fourth consecutive year. Working with the Aqaba Directorate of Education, STEP aims to provide students with an enhanced learning environment that will have a lasting positive impact on their lives.

Through the initiative, we have installed 103 whiteboards in 14 schools, and 52 water tanks in 16 schools to guarantee clean drinking water for students and reduce wastage from leaks. Projects like STEP are making a real, tangible difference to students' lives.

### Beneficiaries:

**69,660** students



### Spotlight

## Kids' Summer Club

Our Kids' Summer Club hosted more than 100 children in 2023. The club, for the children of ACT employees, provided the kids with a range of activities designed to spark their creativity and instil a sense of environmental responsibility. From drawing classes and communication sessions to recycling activities, the Summer Club helped provide a summer of fun and learning that we hope will inspire the children to become future agents of change.

### Beneficiaries:

**+100** kids

### Spotlight

## Ekfal Taleb Campaign

Our annual Ekfal Taleb campaign saw backpacks full of essential school supplies distributed to students from low-income families on their first day at school. Run in partnership with charity Helping Hand for Relief and Development and the Aqaba Directorate of Education, the campaign saw 250 students across eight schools receive backpacks in 2023.

### Beneficiaries:

**+250** students



## Environment CSR projects

Through the Go Green Week, our annual celebration of all things environmental, we raise awareness amongst our employees, contractors, and the wider community of the need to conserve the environment, through activities from beach clean-ups to planting trees in the terminal.

In 2023, ACT announced proposals for an exciting new green initiative for Aqaba and local beaches, the Aqaba Maritime Community Project. The project, centred around Aqaba's South Beach, aims to bring local companies and the community together to enhance the land through planting hundreds of trees. The project will achieve lasting impact on the community, providing a safe and enjoyable place for people to relax and unwind and helping to decarbonise the environment.

### Spotlight

## Cleaning the Sea

ACT team members participated in an exciting initiative to protect local coral reefs as part of Go Green Week in 2023. In collaboration with the Royal Navy, Aqaba Marine Reserve, Aqaba Diving Association, and the Coral Garden Diving Centre, members of our diving team joined a one-hour dive off our terminal. The aim was to collect and remove damaging waste from the reef. Together, the 35 divers taking part collected 1,125 kg of waste, which was sent to a local waste facility for proper disposal. Our thanks to all those who took part in this exercise to make the reef a cleaner and healthier marine ecosystem.





**Spotlight**

**Greening the Terminal**

During the Go Green Week, we undertook the second phase of the greening initiative to install 130 Bougainvillea and Pennisetum Setaceum, of fountain grass, plants around our administrative block. The plants not only provide a welcome array of colour, but also help to absorb carbon emissions, thereby decarbonising the area.

**Well-Being CSR Projects**

The community projects we undertake are an important part of our role as a good corporate citizen. At ACT, we are very conscious of the positive impact we can make by giving back to the community and promoting the well-being of society.

We work closely with a number of NGOs, charities, and other bodies to support the local community. These include the King Hussein Cancer Foundation, the Jordan Hashemite Charity Organisation, Tkiyet Um Ali, and Helping Hands.



**Spotlight**

**Ahl El Khair Ramadan Campaign (Charity People)**

Throughout the Holy Month of Ramadan, ACT serves as a beacon of hope, focusing on CSR initiatives to uplift those in need and improve overall well-being. Engaging in collaborative efforts with local organisations or independently, ACT aims to create shared value through meaningful contributions.

In our 13<sup>th</sup> annual Ahl Al-Khair initiative, we proactively distributed vouchers to underprivileged households. These vouchers provided access to essential items and groceries from selected stores in Aqaba. Concurrently, ACT partnered with the Directorate of Social Development in Aqaba to extend support to individuals facing challenges in the coastal city and nearby villages. Furthermore, forging a collaboration with the Helping Hands Organization for Relief and Development, ACT played a vital role in delivering 150 food parcels to families in local areas.

**Beneficiaries:**

**2,080** people





### Spotlight

## Supporting King Hussein Cancer Foundation

In 2023, ACT organised a special event during Breast Cancer Awareness month in partnership with the KHCF, particularly targeting our female employees, and saw the active involvement of Aqaba Logistics Village (ALV).

Recognising the widespread impact of breast cancer, our focus was on heightened awareness, acknowledging that early detection and treatment play pivotal roles in combating this disease. We urged our colleagues to proactively schedule check-ups at the Aqaba Health Centre, emphasising the importance of regular screenings. In parallel, our commitment to the cause extended to supporting The Hope Shop, reinforcing our dedication to initiatives that contribute to the fight against breast cancer.

### Spotlight

## Contribution To Sheikh Mohammad Bin Zayd Hospital

ACT celebrated a milestone in community impact, delivering the first batch of dialysis equipment to Sheikh Mohammad bin Zayd Hospital in Aqaba.

The hospital's General Manager welcomed ACT's team comprised of our CEO, Mr. Harald Nijhof, the senior management, and the CSR committee. During their visit, the ACT team had the chance to engage with the staff, witnessing their dedication and expertise, and explore the facilities.

Mr. Nijhof emphasised ACT's belief in collective efforts to create a stronger, healthier community, highlighting the initiative's focus on enduring relationships and community well-being. The hospital's General Manager expressed gratitude, stating, "This support from ACT highlights their commitment to the well-being of our community. Our longstanding relationship has been a pillar of strength in supporting the health sector, and we are truly grateful for their continuous dedication".

### Beneficiaries:

# 1,095

 people

### Spotlight

## Safety at Schools Programme

Safety at Schools is designed to help teachers create a safe environment for students. In Phase 1 of the scheme, which is a collaboration between ACT and the Aqaba Education Directorate, 65 teachers from various schools received training. In Phase 2, Wasfi Al Tal school was redesigned as a role model. The project included the installation of warning signs, providing additional fire extinguishers, defining and planning different work zones, and adding more first-aid boxes.



# Appendices



# Appendix A: Acronyms

Acronym	Definition
<b>AC</b>	Air Conditioning
<b>ACT</b>	Aqaba Container Terminal
<b>ADC</b>	Aqaba Development Corporation
<b>AI</b>	Artificial Intelligence
<b>ALV</b>	Aqaba Logistics Village
<b>AME</b>	Africa and Middle East
<b>APMT</b>	AP Moller Terminals
<b>ASEZA</b>	Aqaba Special Economic Zone Authority
<b>BAU</b>	Business as Usual
<b>CAPEX</b>	Capital Expenditure
<b>CCTV</b>	Closed Circuit Television
<b>CEO</b>	Chief Executive Officer
<b>CES</b>	Customer Effort Score
<b>CO</b>	Carbon Monoxide
<b>CO<sub>2</sub></b>	Carbon Dioxide
<b>COVID</b>	Corona Virus Disease 2019
<b>CSR</b>	Corporate Social Responsibility
<b>ED</b>	Expert Decking
<b>EMR</b>	Environmental Management Representative
<b>EMS</b>	Environmental Management System

<b>ESG</b>	Environmental, Social, and Governance
<b>GHG</b>	Green House Gas
<b>GJ</b>	Giga Joule
<b>GMPH</b>	Gantry Crane Moves Per Hour
<b>GRI</b>	Global Reporting Initiative
<b>HPH</b>	Hutchison Ports Holding
<b>HSSE</b>	Health, Safety, Security, and Environment
<b>ISO</b>	International Organization for Standardization
<b>ISPS</b>	International Ship and Port Facility Security Code
<b>IT</b>	Information Technology
<b>JOD</b>	Jordanian Dinar
<b>KHCF</b>	King Hussein Cancer Foundation
<b>KPI</b>	Key Performance Indicator
<b>LED</b>	Light Emitting Diode
<b>LS</b>	Landside
<b>MW</b>	Mega Watt
<b>NGO</b>	Non-governmental Organisation
<b>NO<sub>2</sub></b>	Nitrogen Dioxide
<b>NPS</b>	Net Promoter Score
<b>OCC</b>	Operations Command Centre
<b>OCR</b>	Optical Character Recognition
<b>OHS</b>	Occupational Health and Safety

<b>PDP</b>	Product Development Process
<b>PERS</b>	Port Environmental Review System
<b>PPM</b>	Parts Per Million
<b>RTG</b>	Rubber-Tyred Gantry Crane
<b>SASB</b>	The Sustainability Accounting Standards Board
<b>SDGs</b>	Sustainable Development Goals
<b>SL</b>	Shipping Line
<b>SMT</b>	Senior Management Team
<b>SO<sub>2</sub></b>	Sulphur Dioxide
<b>STEP</b>	School Transformation and Education Program
<b>STS</b>	Ship-to-Shore
<b>TEU</b>	Twenty-foot Equivalent Unit
<b>TLIFR</b>	Total Lost Time Injury Frequency Rate
<b>TOS</b>	Terminal Operating System
<b>TVOC</b>	Total Volatile Organic Compound
<b>TWI</b>	Training Within Industry
<b>UN</b>	United Nations
<b>US</b>	United States
<b>USD</b>	United States Dollar
<b>WADACO</b>	Warehouse Data & Collection
<b>WOW</b>	Way of Working



# Appendix B: Stakeholder Engagement

**ACT aims to engage with all its stakeholders on its sustainability management programme. We believe that positive relationships with our stakeholders are based on open and transparent communication.**

ACT has defined five groups of stakeholders, representing all those who may have an impact on, or be impacted by our business activities. Through a detailed survey and regular engagement, we identified and defined the topics of most importance to each of them and updated our materiality matrix accordingly.

	Employees	Customers	Regulatory bodies/ Local governments	Investors and shareholders	Local community
	<b>All employees including executive management</b>	<b>Shipping lines, clearance, trucking companies, end-users, and consignees</b>	<b>ASEZA and Customs</b>	<b>APMT and ADC</b>	<b>NGOs, academic and charity institutions, suppliers, and unions</b>
<b>Expectations and priorities</b>	<ul style="list-style-type: none"> <li>Personal and career development</li> <li>Reward and recognition initiatives</li> <li>Competitive salary packages and compensation</li> <li>Open communication channels</li> <li>Equal opportunities</li> <li>Healthy and safe working conditions</li> <li>Work-life balance</li> <li>Human rights</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>Transparency and accountability</li> <li>Good governance and business ethics</li> <li>Economic value</li> <li>Job creation</li> <li>Compliance with rules and regulations</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>Economic performance</li> <li>Allocation of capital</li> <li>Compliance with laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>Local development and investment</li> <li>Job creation</li> <li>Volunteering activities</li> <li>Sponsorships</li> <li>Education and knowledge transfer</li> </ul>
<b>Methods of engagement</b>	<ul style="list-style-type: none"> <li>Direct meetings</li> <li>Internal communications (intranet and newsletters)</li> <li>Engagement workshops</li> <li>Team building</li> <li>Performance reviews</li> <li>Annual sustainability report</li> <li>Press releases</li> <li>Internal screens</li> <li>Volunteering activities</li> <li>Employee engagement survey</li> </ul>	<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>Press releases</li> <li>Industry related events</li> </ul>	<ul style="list-style-type: none"> <li>Direct communication</li> <li>Meetings</li> <li>Annual sustainability report</li> <li>Press releases</li> <li>Joint programs and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability report</li> <li>Press releases</li> <li>Annual General Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Direct communication</li> <li>Participation in events</li> <li>Annual sustainability report</li> <li>Press releases</li> <li>Community partnerships and sponsorships</li> </ul>

# Appendix C: GRI Content Index

For the Content Index - Essentials Service, GRI Services reviewed that the GRI content index is clearly presented, in a manner consistent with the Standards, and that the references for disclosures 2-1 to 2-5, 3-1 and 3-2 are aligned with the appropriate sections in the body of the report. The service was performed on the English version of the report.

<b>Statement of use</b>	Aqaba Container Terminal has reported in accordance with the GRI Standards for the period 1 January 2023 to 31 December 2023.
<b>GRI 1 used</b>	GRI 1: Foundation 2021
<b>Applicable GRI sector standards</b>	None

GRI Standard/ Other Source	Disclosure	Location/ Direct Answer	Omission
<b>General disclosures</b>			
GRI 2: General Disclosures 2021	2-1 Organizational details	3, 6	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.
	2-2 Entities included in the organization's sustainability reporting	3	
	2-3 Reporting period, frequency and contact point	3	
	2-4 Restatements of information	28	
	2-5 External assurance	ACT doesn't seek external assurance	
	2-6 Activities, value chain and other business relationships	6 – 8	
	2-7 Employees	35	
	2-8 Workers who are not employees	35	
	2-9 Governance structure and composition	13, 26	
	2-10 Nomination and selection of the highest governance body	26, 27	

GRI Standard/ Other Source	Disclosure	Location/ Direct Answer	Omission
	2-11 Chair of the highest governance body	26	
	2-12 Role of the highest governance body in overseeing the management of impacts	26	
	2-13 Delegation of responsibility for managing impacts	27	
	2-14 Role of the highest governance body in sustainability reporting	26	
	2-15 Conflicts of interest	28	
	2-16 Communication of critical concerns	29	
	2-17 Collective knowledge of the highest governance body	27	
	2-18 Evaluation of the performance of the highest governance body	27	
	2-19 Remuneration policies	26, 27	
	2-20 Process to determine remuneration	26, 27	
	2-21 Annual total compensation ratio	26, 27	

GRI Standard/ Other Source	Disclosure	Location/ Direct Answer	Omission
	2-22 Statement on sustainable development strategy	4, 5	
	2-23 Policy commitments	27, 33, 37, 38, 40, 42, 47, 56	
	2-24 Embedding policy commitments	33, 37, 38, 40, 42, 47, 56	
	2-25 Processes to remediate negative impacts	29, 39	
	2-26 Mechanisms for seeking advice and raising concerns	29	
	2-27 Compliance with laws and regulations	28	
	2-28 Membership associations	56	
	2-29 Approach to stakeholder engagement	63	
	2-30 Collective bargaining agreements	35, 37, 39	
<b>Material topics</b>			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	14	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.
	3-2 List of material topics	15	
<b>Occupational health and safety</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	41 – 44	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	42	
	403-2 Hazard identification, risk assessment, and incident investigation	42, 43	
	403-3 Occupational health services	42, 43	

GRI Standard/ Other Source	Disclosure	Location/ Direct Answer	Omission
	403-4 Worker participation, consultation, and communication on occupational health and safety	43	
	403-5 Worker training on occupational health and safety	44	
	403-6 Promotion of worker health	44	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	42, 43	
	403-8 Workers covered by an occupational health and safety management system	42	
	403-9 Work-related injuries	42	
	403-10 Work-related ill health	42	
<b>Climate change management/ mitigation and adaption</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	49 – 51	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	51	
	302-2 Energy consumption outside of the organization	51	
	302-3 Energy intensity	51	
	302-4 Reduction of energy consumption	51	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	50	
	305-2 Energy indirect (Scope 2) GHG emissions	50	
	305-4 GHG emissions intensity	50	
	305-5 Reduction of GHG emissions	49, 50	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	50	



GRI Standard/ Other Source	Disclosure	Location/ Direct Answer	Omission
<b>Biodiversity and ecosystem</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	54	
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity	54	
	304-3 Habitats protected or restored	54	
<b>Corporate governance and business ethics</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	25 – 29	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	25	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	28	
	205-2 Communication and training about anti-corruption policies and procedures	28	
	205-3 Confirmed incidents of corruption and actions taken	28	
GRI 207: Tax 2019	207-1 Approach to tax	25	
<b>People development</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	35 – 39	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	38	
	404-2 Programs for upgrading employee skills and transition assistance programs	38, 42, 44, 45, 47, 51, 54	
	404-3 Percentage of employees receiving regular performance and career development reviews	36	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	36	

GRI Standard/ Other Source	Disclosure	Location/ Direct Answer	Omission
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	37	
GRI 201: Economic Performance 2016	201-3 Defined benefit plan obligations and other retirement plans	37	
<b>Environmental management and compliance</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	47	
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	49, 50	
<b>Human rights</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	39	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	39	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	39	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	39	
<b>Responsible community contributions</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	56 – 60	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	57 – 60	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	60	
	203-2 Significant indirect economic impacts	56	

GRI Standard/ Other Source	Disclosure	Location/ Direct Answer	Omission
<b>Water and effluent stewardship</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	52, 53	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	52	
	303-5 Water consumption	52	
<b>Waste management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	53	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	53	
	306-2 Management of significant waste-related impacts	53	
	306-3 Waste generated	53	
	306-4 Waste diverted from disposal	53	
	306-5 Waste directed to disposal	53	
<b>Incidents and risk management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	45	
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	42, 43, 45	
<b>Data privacy and digitalisation</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	30	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	No breach of data was recorded in 2023	

GRI Standard/ Other Source	Disclosure	Location/ Direct Answer	Omission
<b>Diversity, inclusion, and equal opportunity</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	40	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	26	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	There were no	
GRI 401: Employment 2016	401-3 Parental leave	40	
<b>Supply chain management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	33	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	33	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	33	
	308-2 Negative environmental impacts in the supply chain and actions taken	33	

**ACT also reports on topics that are not in the GRI standards**

<b>Responsible customer relations</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	22	

