

DECADES OF CREATING VALUE FOR JORDAN

Sustainability Report
2019-2020



برومين الأردن
JORDAN BROMINE

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WELCOME MESSAGE



WELCOME MESSAGE

At JBC, we are continually striving to enhance our primary role as a leading producer of bromine and bromine derivatives, broadening our business potential and network to serve our customers better.

The overarching goal of our first Sustainability Report is to lay the foundations for closer engagement with our stakeholders. We see this as an opportunity to present the scope of our work, our practices, the value of our products whilst having a clear vision for the future based on solid ethical and sustainable foundations.

As a leading company in Jordan we create value directly through the sales of our products, but more important, indirectly. Indirect investments include wages and payments to employees and suppliers, taxes paid, local initiatives implemented, as well as investments in innovation and research and development that create opportunities for generations to come.

COVID-19 Response Highlights

In response to the COVID-19 pandemic
During the COVID-19 pandemic, protecting the health and well-being of our employees remains our top priority. As the pandemic spreads, and to help ease the burden on the people who keep our company strong, we invested in health and sanitary supplies, COVID tests, and more.

Within the framework of our social responsibility and support for national efforts to limit the COVID-19 spread, **we donated an amount of K JOD 733** to the Himmat Watan Fund, which the Jordanian government founded in 2020 **to combat COVID-19.**



2020 Investments (JOD)				
Health and Sanitization	Himat Watan	Additional Overtime	COVID Tests	Other Amount
22,415	733,000	349,000	156,507	52,209

- 

Ongoing engagement with local and Government authorities
- 

Shifts transitions to minimize risks for operators
- 

Swab tests and temperature readings upon entry to site on a shift basis
- 

Company clinic ready to manage individuals with suspected COVID-19 symptoms
- 

Development of a COVID Manual

2

SUSTAINABILITY HIGHLIGHTS



Sustainability Highlights 2019



K JOD 127 of investments to support foundations



44% increase in sales revenue



JOD 2 million investment for employees' facilities in 2019



88% of our employees are paid 4 times the minimum wage in Jordan



Through optimum container loading, we reduced total shipped by about 250 containers/year. Total savings of about K JOD 189 per year



Built a new workshop for ISO-tank to improve site hygiene, cycle time and optimize workstations



Record of health and safety performance, with more than **1.2 million working hours** achieved without a Lost Time Accident (LTA).



Recycled and used 60% of HBr waste from the TBBPA plant.

Sustainability Highlights 2020



JOD 5.1 million in CSR Investments and donations since 2015



Sales represent **5%** of total Jordanian exports



Over **JOD 50 million paid** in salaries during the last 5 years



91.9% of our contractors are from the local community



Health and Safety investments of **JOD 6.5 million**



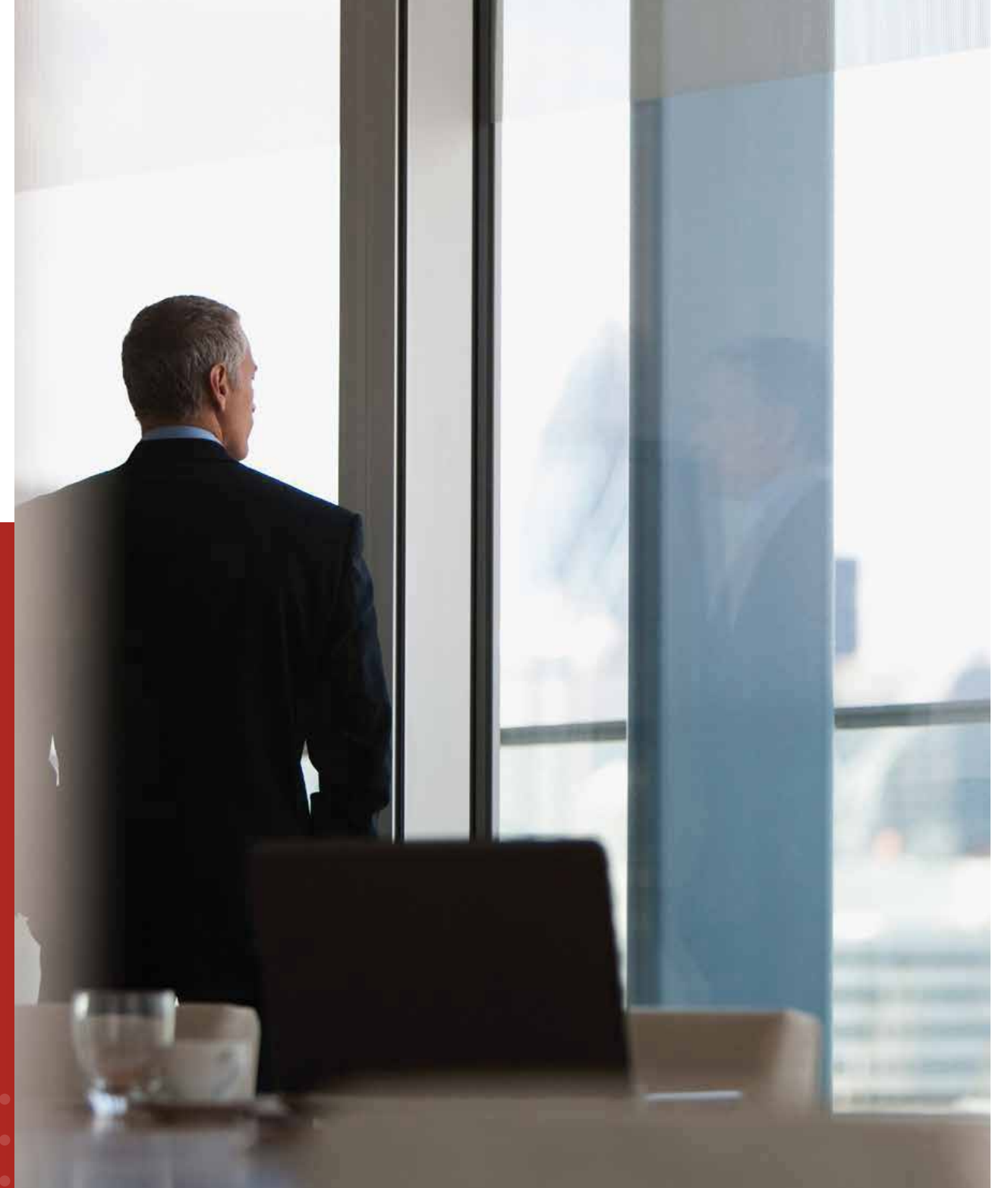
Investment in purchasing Personal Protective Equipment **K JOD 230**



Annual water consumption per Br2 production has reduced from 16.1 in 2013, to **11.7 in 2020**

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**WELCOME FROM
GENERAL MANAGER**





WELCOME FROM GENERAL MANAGER

Dear readers,

It is our great honor to share with you the first Sustainability Report of Jordan Bromine Company (JBC). Our 2019-2020 Sustainability Report presents how we conduct business in a responsible way and the vision that drives our strategy. Our dedication to sustainability, our ethical approach and our commitment to continuous improvement is a direction from the highest levels of the organization that has been embedded in our DNA and spans over two decades.

As we were developing our first Report, it stood out to us, that our business success depends on our values and principles. We are committed to high ethics and values and to always focus on product quality and innovation, to meet the rising needs of customers across the globe. To strengthen the trust relationships with our clients, we constantly enhance our role as a global leading producer of bromine and bromine derivatives.

At JBC our people are leading the way with new innovations. Their development and happiness is reflected in our product and service quality. Unquestionably, our people are the driving force behind our success, and we are proud of our products as much as we are of the people that manufacture them. We work hard to maintain a culture of safety and cultivate a culture of belonging, an environment that enables people to grow and flourish, both personally and professionally. This was stress-tested during the difficult times of COVID, and our people showed the dedication, support and commitment to continue to innovate, grow and deliver.

Our first Report is a way to demonstrate how we engage with our stakeholders in a way that enables us to implement our business practices while leaving a positive footprint. This Report confirms our commitments to all our stakeholders and although 2019 was a year of innovative approaches and projects, in 2020 the true nature of our commitments was reflected on multiple levels. The COVID-19 pandemic has challenged our approach to business but has not altered our commitment to innovation and sustainability. It has not diminished our focus on identifying solutions that improve quality of life and we have not lost our focus to create positive impact on our people and in the communities around us.

This Report demonstrates our sustainability process and alignment with global initiatives. To ensure consistency and structure in our approach in Sustainability reporting, we have adopted the GRI Standards, the international Standards for Sustainability Reporting. We have also identified the Sustainable Development Goals that are relevant to our operations as part of our commitment to contribute to the realization of the United Nations 2030 Agenda for Sustainable Development.

We are positive that this sustainability journey will continue with the same enthusiasm, dedication and push for creating positive change through our operations and products. We are optimistic that through this and our future Sustainability Reports we will further improve our approach to Sustainability. As we strengthen our Sustainability strategy we can better anticipate and overcome future challenges and be future fit as an organisation. But most importantly, we remain hopeful that more companies will follow our example and we will all become agents for Sustainability, contributing to a better future for the next generations in Jordan and beyond.

Thank you

Samer Asfour
General Manager

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**ABOUT
JBC**



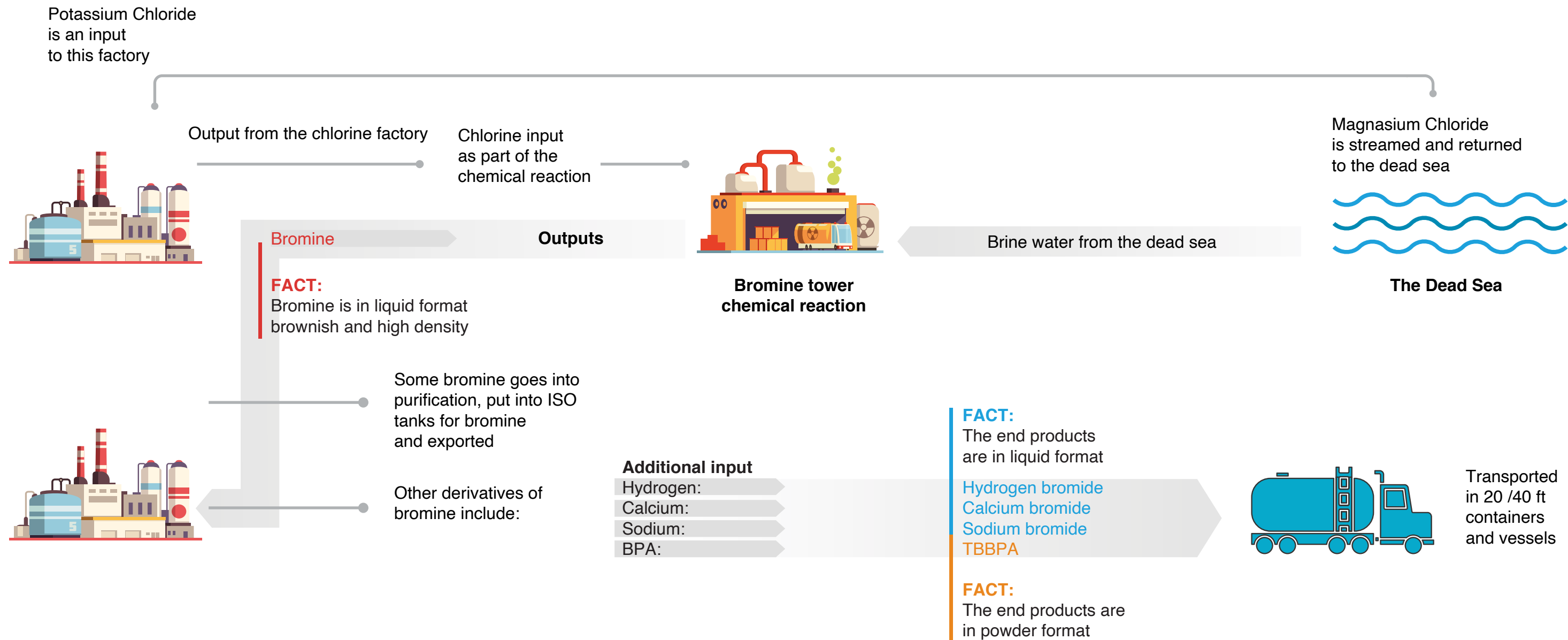
4. ABOUT JBC

With a history of more than two decades, JBC is the first and only producer and manufacturer of bromine and bromine derivatives in Jordan and the second largest in the world.



Established in 1999, JBC currently employs more than 350 people, being the first Jordanian company to become IMDG, ADR & IATA certified.

JBC is a joint venture between Arab Potash Company (APC) and Albemarle Holdings LTD which is a 100% subsidiary of Albemarle Corporation (Albemarle). The company's products are wholly marketed by Albemarle Corporation, USA. JBC's share capital is JOD 30 million, with an additional paid in capital of JOD 24.7 million paid equally by the two shareholders.



JBC Locations



Safi:

The plant in Safi consists of all required units, including water supply facilities, boilers to generate steam, compressed nitrogen, compressed air and treated water units which are essentially to run the industrial plants. All raw and packaging materials that are required for the manufacturing and packaging processes are stored in Safi.

Aqaba:



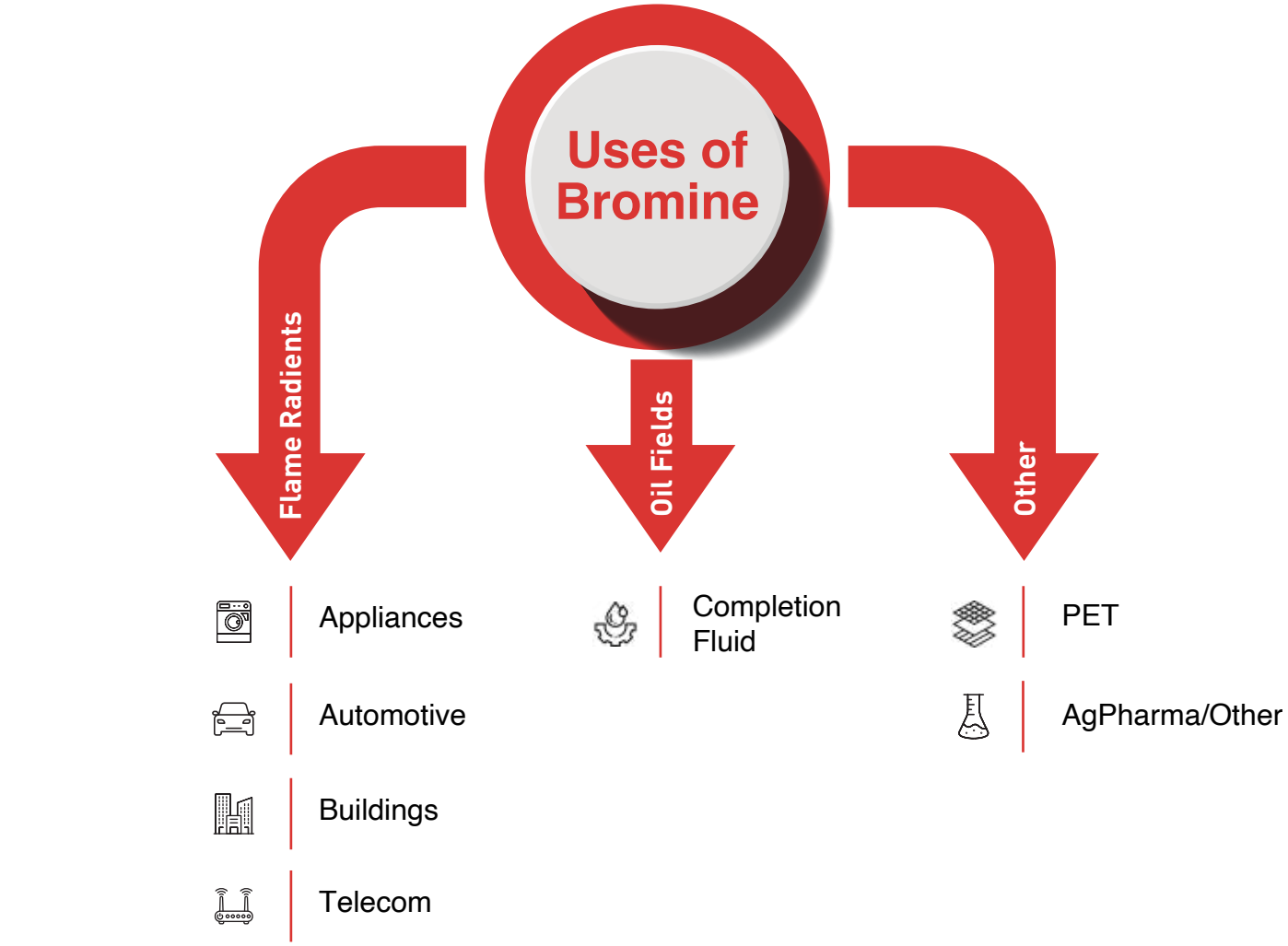
JBC ships products in bulk through a storage terminal in Aqaba. There are storage tanks as well as pumps and piping for loading these products into ships.

Main activities at Aqaba are raw material and finished product storing, importing and exporting. Products are sent and received to/from Aqaba site using road tankers (trucks) and iso-tanks

About Bromine

Bromine is a rare element, found in nature dispersed throughout Earth’s crust only in compounds as soluble and insoluble bromides. Some enrichment occurs in ocean water, in the Dead Sea, in some thermal springs, and in rare insoluble silver bromide minerals (such as bromyrite). Natural salt deposits and brines are the main sources of bromine and its compounds.

Dead Sea is the largest source of bromine in the world.



- Prevention of fires in electronic equipment and delay in “flashover of fires” increases escape time
- Bromine-additives in rubber tires increase fuel efficiency
- Reduction of emissions from coal fired power plants
- Food safety products lead to reduction of food borne illnesses

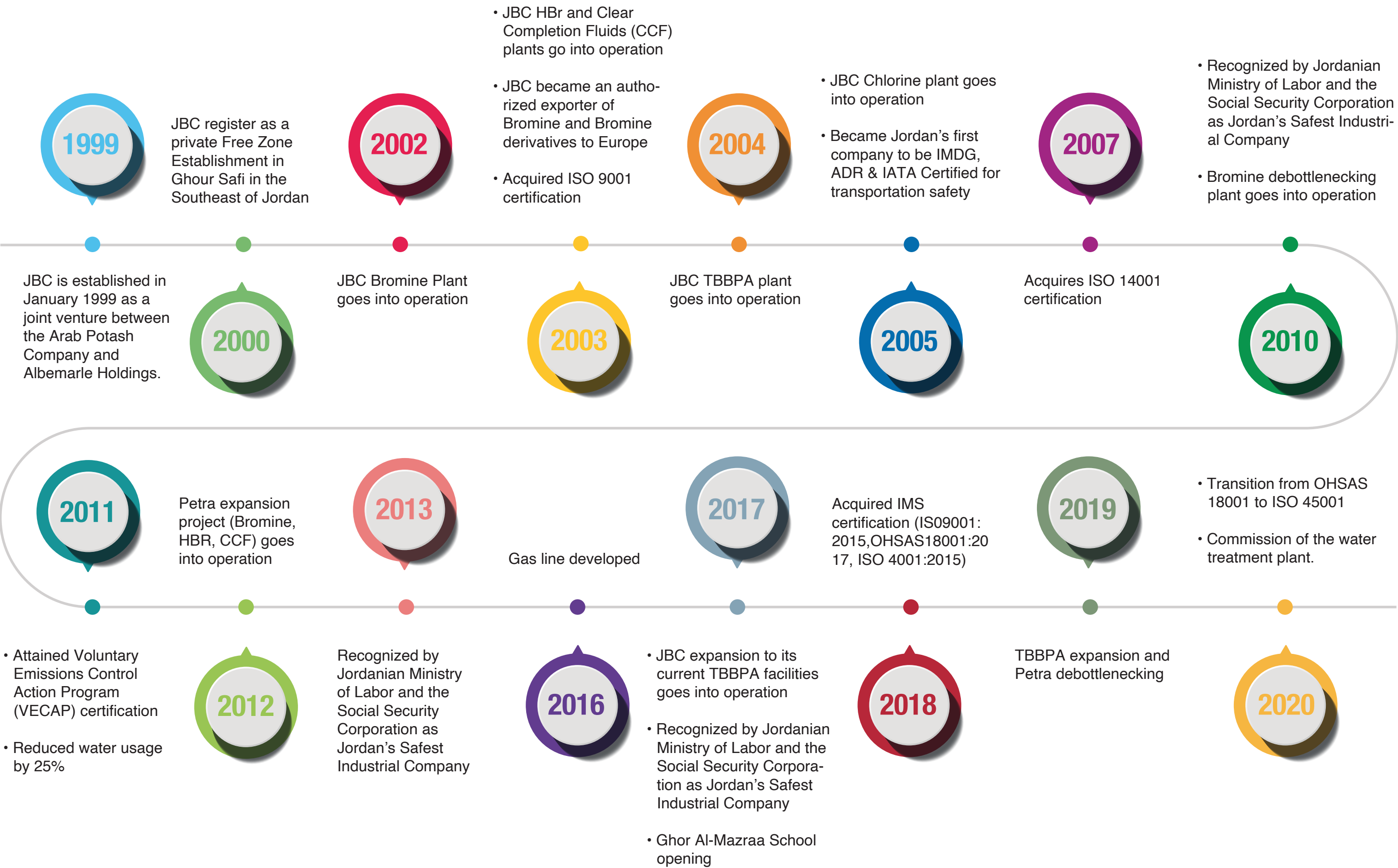
About The Dead Sea

The Dead Sea is one of the richest sources of Bromine and a major Bromine provider with an average concentration of 5.2 g/l of bromide compared to 0.065 mg/l in seawater. It is one of the world's saltiest bodies of water but in recent decades the Dead Sea has been rapidly shrinking.

Our main raw material is the Bromide Rich Brine from the Dead Sea. We accept our environmental responsibilities and commit to preventing further water level decrease, by returning back to the Dead Sea more liquid than extracted for the production of Bromine.



4.1 OUR JOURNEY AND ACHIEVEMENT



4.2 OUR VALUES AND PHILOSOPHY



Care

JBC continues to lead in Jordan in spreading a safety culture and being a model for a safe workplace that helps the Jordanian industry create a new safety culture in Jordan



Curiosity

JBC encourages all employees to strive for continuous learning and development. Through our open-door policy, we encourage all employees and stakeholders to raise and express feedback about our operations.



Courage

Shortcuts are not within our policies. At JBC, we follow a structured methodology for analyzing suggestions for continuous improvement, and we strive to take common risks.



Collaboration

Teamwork, goals, and objectives common to all levels in our company is the basis of cooperation. At JBC, we work to maintain creative collaboration among all employees, and the collaboration extends to our stakeholders.



Humility

The success of any individual or any division in JBC is the success of everyone at JBC.



Integrity and transparency

We are our word. We do what we say. We communicate and act with transparency. What you see is what you get. Integrity and Transparency is JBC's certification of continued growth.



Our Vision

As JBC team, we continue to be committed to creating a better tomorrow for the world we live in.

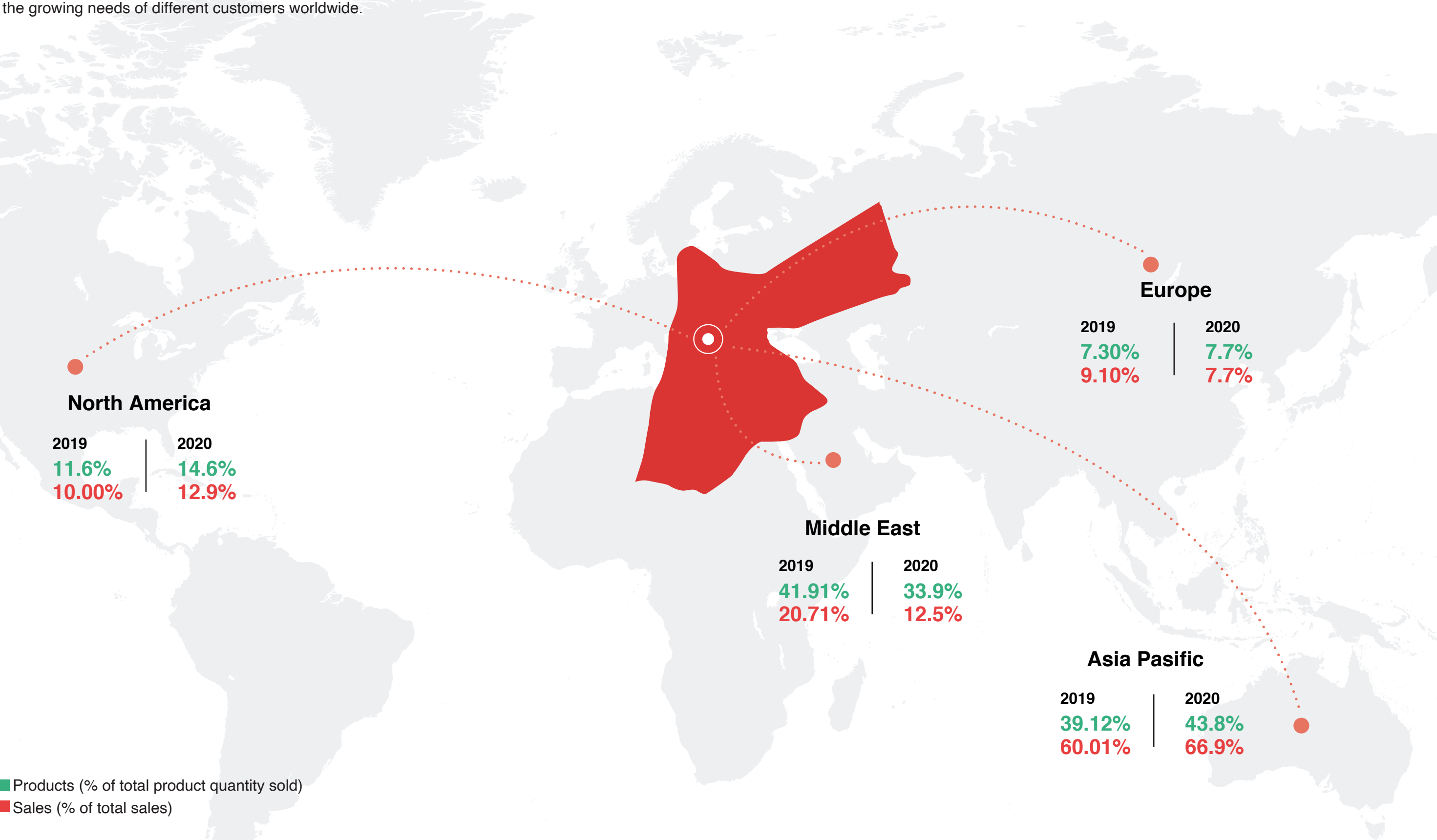
Embodying our Core Values, we are dedicated to providing a safer environment and better quality of life for our team, families, customers and communities.

Our Mission

- We show we **CARE** for our world by intentionally focusing on safety in our daily operations and the products we manufacture.
- We foster a culture of **CURIOSITY** and **COLLABORATION** to continually grow and get better together. We honor our long legacy of manufacturing excellence and technical expertise by investing in our people and business.
- We **COURAGEOUSLY** continue to challenge ourselves to shape our future and reinforce our leadership position.
- **INTEGRITY** and **TRANSPARENCY**, we are a role model for others around us through providing a unique and innovative products.
- As servant leaders, we approach our relationships with **HUMILITY** – within our business, within JBC and within our world.

4.3 OUR REGIONAL AND GLOBAL PRESENCE

For the past 20 years, our work contributed to putting Jordan in the spotlight, as we are the first company of its kind to become an authorized exporter in Europe. We are very proud that our products are sold in more than 30 countries, meeting the growing needs of different customers worldwide.



■ Products (% of total product quantity sold)
■ Sales (% of total sales)

4.4 OUR PRODUCTS/SERVICES

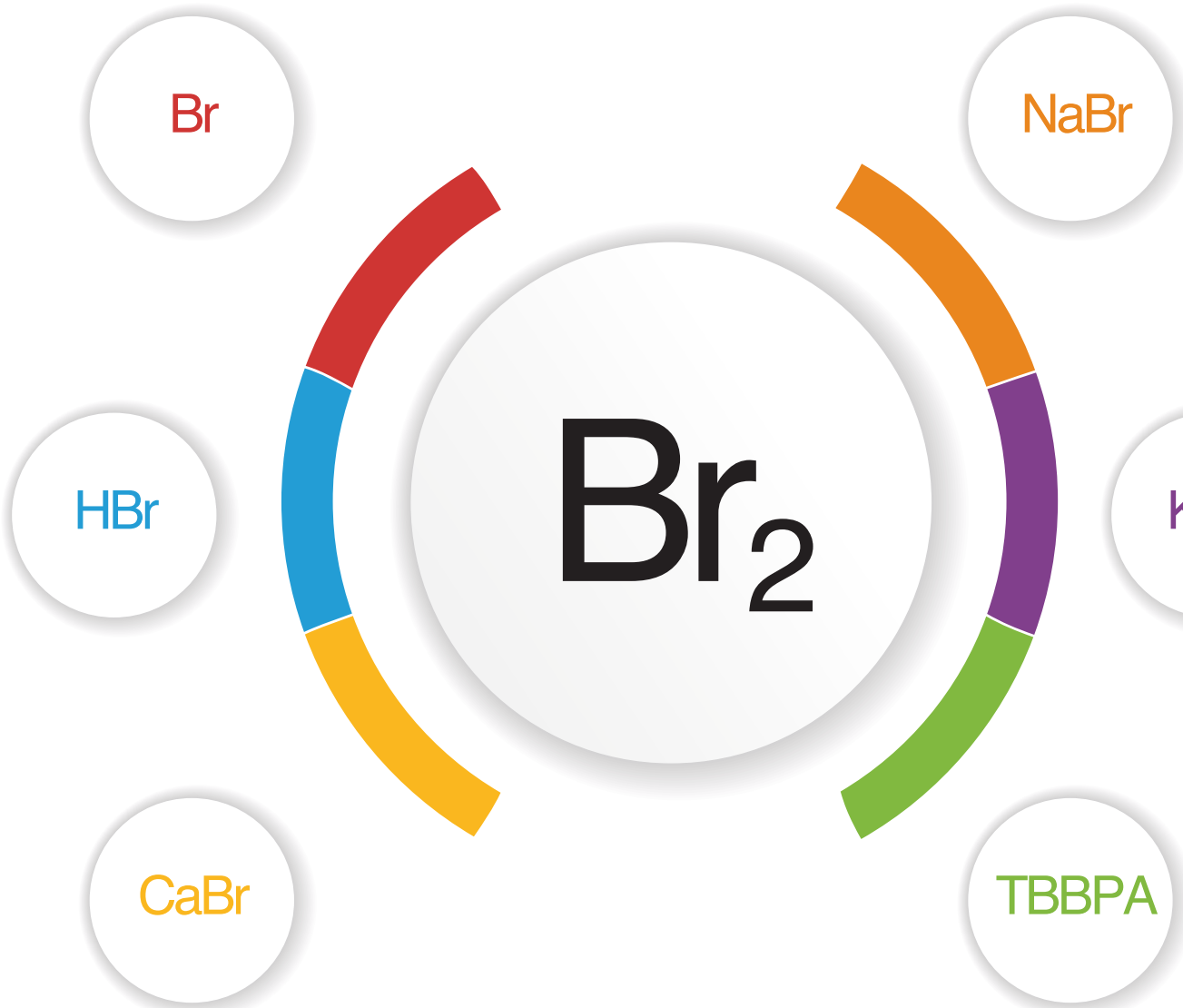
Bromine is one of the 28 elements essential for human life. Bromine and its derivatives can be found in diverse industries and sectors, including agriculture, construction, pharmaceuticals, electronics, cosmetics, food production and processing, textiles and plastics. The use of Bromine ensures that other products are safer, more resilient, cleaner and more efficient.

- Bromine (Br)**

Bromide is used in manufacture of pharmaceuticals, flame retardants, water treatment chemicals, insect repellents, photographic chemicals, perfumes, dyes, oilfield completion fluids and other chemicals
- Hydrogen Bromide (HBr)**

HBr is used as part of the water purification process and in medications such as Ibuprofen and HIV
- Calcium Bromide (CaBr)**

 - CaBr is used as part of the oil drilling business and it is intended to maintain the integrity of the pressure in the wells to protect it from closing in during the process.
 - CaBr is used in shallow drilling



- Sodium Bromide (NaBr)**

 - NaBr is used as part of the oil drilling business and it is intended to maintain the integrity of the pressure in the wells to protect it from closing in during the process.
 - NaBr is used for deep well drilling.
- Potassium Hydroxide (KOH)**

 - KOH chemicals are used in cleaners, fertilizers, specialty glasses, latex rubber, electrolytes for alkaline batteries, biodiesel production, and pharmaceuticals. There are two gradients of KOH – 50% and 90%.
 - KOH 50% is used in photographic compounds, specialty glasses such as crystal, optical glass, and latex rubber.
 - KOH 90% is used in color TV tubes, detergents, agrichemicals, latex rubber, fertilizers, electrolytes and dyes, biodiesel production, and pharmaceuticals.
- Tetrabromobisphenol A (TBBPA)**

 - Tetrabromobisphenol A is a brominated flame retardant used in textiles, electronics, plastics i.e. cell phones, LCD screens (all plastic wiring wrapped in bromine to prevent fire).
 - For example, in cell phones, the wiring inside is wrapped in a component that includes TBBPA to ensure that it does not catch on fire as the device heats up from charging or use.

In 2019, JBC sales reached JOD 273 million, marginally only affected by COVID-19, representing nearly 5% of the total Jordanian exports. More than that, our economic performance contributes to supporting the Jordanian Dinar strength, improving trade balance, payments deficits balance and foreign currency inflow. Our total production in 2019 and 2020 reached nearly 300 tons per year.

Product Sales	2015	2016	2017	2018	2019	2020
Total Sales (K JOD)	149,536	175,495	182,311	202,144	290,544	272,843
Sales as percentage of total Jordanian Exports (%)	2.7%	3.3%	3.4%	3.7%	5.1%	4.9%



4.5 Our Governance and Structure

4.5.1. Corporate Governance

We focus on delivering long-term growth to our shareholders and value for our stakeholders, while also contributing to the sustainable development of our society at large. We are aware that this can only be achieved through a strong corporate governance framework. That is why our business strategy is built on sound policies, procedures and processes that clearly define our management systems and organization-wide approach to risk management.

We closely oversee the implementation of our business strategy, aiming for financial accountability, ethical behavior and fairness in all our business relations.

To enable the export of our products globally, we successfully adhere to US and European regulatory frameworks, while our cooperation with the Ministry of Environment helps us to constantly improve our product quality and thus align our business processes to the highest global standards.

The Board of Directors is our highest governing body responsible for key decision-making processes and implementation of the company’s business strategy. The Board has an Audit Committee that has responsibilities for matters related to accounting, internal controls, internal and external audit matters, and any suspected violations by JBC employees or Board members. The Human Resources Department supervises all other reports related to potential misconduct of the company’s employees.

Jamal Al-Sararyrah*

Chairperson /Non-Executive

Nationality (Country): Jordan
Year of appointment: 2012

Maen AL Nsour

Member / Non-Executive

Nationality (Country): Jordan
Year of appointment: 2016

Jerry Kent Masters JR

Vice Chairperson// Non-Executive

Nationality (Country): United States
Year of appointment: 2020

Ander Karl Krupa

Member / Non-Executive

Nationality (Country): United States
Year of appointment: 2020

Netha Neal Johnson JR

Member / Non-Executive

Nationality (Country): United States
Year of appointment: 2019

Mohammad A. A. ALRazem

Member / Non-Executive

Nationality (Country): Jordan
Year of appointment: 2013

*Shehadah Abu Hdeib was appointed Chairperson Dec. 2020

Board of Directors	Men		Women		Total	
	Number	%	Number	%	Number	%
30-50 years old	2	33%	0	0%	2	33%
Over 50 years old	4	67%	0	0%	4	67%
Total	6	100%	0	0%	6	100%

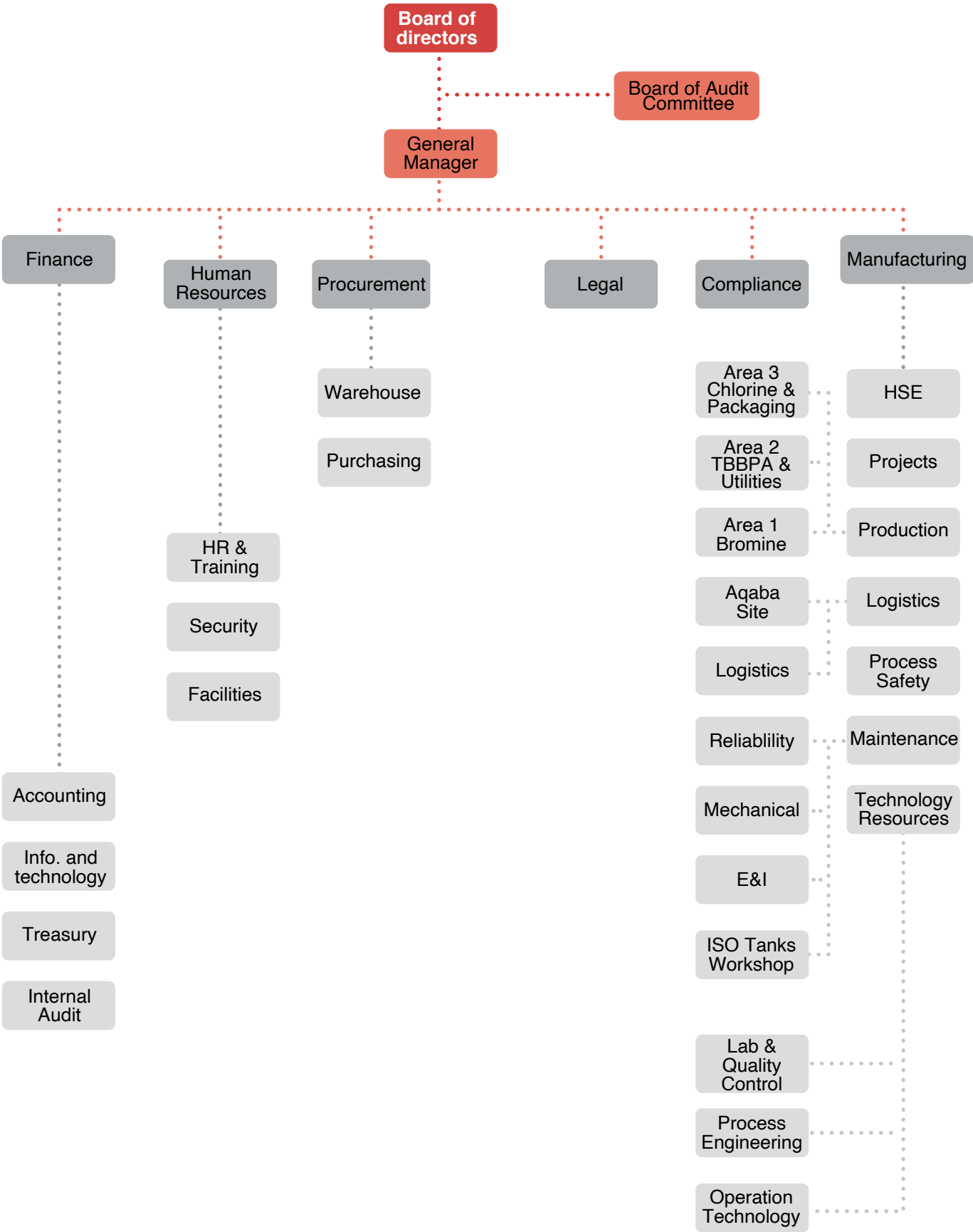
Board Audit Committee	Netha Neal Johnson JR
	Mohammad A. A. ALRazem

The Board held one meeting in 2019 and five meetings in 2020.

In 2019 the Audit Committee held one meeting with the main focus of approving the financials for 2018 and finalize the appointment of external auditors. In 2020 it held two meetings.



Our organizational structure is presented in the JBC Organizational Chart



Code of Business Conduct

For more than 20 years, we proved that we are a responsible company, always committed to doing what is right. Our Code of Business Conduct encapsulates our core values in a single, cohesive and comprehensive reference that guides our entire team and business partners, helping them to make the best decisions and adopt an ethical behavior. The Code is a moral compass, crucial for maintaining the trust of our customers, partners and suppliers and securing our success now and in the future. It applies to the Board of Directors, to every member of the JBC team, and to all those who we do business with.

In 2020, JBC implemented a streamlined process for anonymous and confidential reporting to provide an additional layer of confidentiality and accountability.

Reporting and Investigations Policy

The Reporting and Investigations Policy covers matters related to the following code violations:

 Health, safety or the environment	 Financial accounting
 Workplace conduct including employee harassment and discrimination	 Anti-bribery and corruption
 Protecting company assets	 Fair competition
 Conflicts of interest	 Any other Code related violation

Direct channels:

 Supervisors

 HR Representatives

 External Compliance Officer
(integrity@jordanbromine.com)

Independent external reporting line:

 Jordan Bromine Integrity Helpline
(www.integrityhelpline.jordanbromine.com)

Guiding Principles For Conduct Of Investigations

Competency

Respect

Timeliness

Good Corporate Citizenship



Truth

Professionalism

Confidentiality

Fairness



4.5.2 Internal Audits

We constantly assess our activity in order to ensure full compliance with our standards and regulations, while constantly looking for ways to improve our day-to-day performance.

Our internal auditing procedures are key to safeguarding the effectiveness of the Quality, Environmental Protection and Occupational Health and Safety (OHS) Management Systems, helping us to closely monitor our activity and compare our results against the goals we set.

2019

Internal Audits	GEMBA*	IMS (ISO:9001, ISO14001, ISO45001)
Environmental	21	13
Information Systems		1
Health & Safety	247	0
Supply Chain Management		4 Control Audits

2020

Internal Audits	GEMBA*	IMS (ISO:9001, ISO14001, ISO45001)
Environmental	16	17
Information Systems		0
Health & Safety	290	0
Supply Chain Management		4 Control Audits



***JBC’s internal audit system that help us ensure compliance with internal procedures on Quality Environmental Protection and Occupational Health and Safety.**



4.5.3 Risk Management

We operate in an industry where an effective risk management system is a crucial element for the company’s performance and sustainable development.

We follow a comprehensive approach to identify and address all risks associated to our operations, with integrated reporting and monitoring being key components for ensuring quality products and a safe working environment. In the following chapters, we present in detail our risk management approach and outcomes.



4.5.4 Integrated Management System

In 2018 we received the Integrated Management System (IMS) Certification from Lloyds Register, which covers ISO9001: 2015, ISO 45001: 2018 and ISO14001: 2015.

The IMS is aligned with our strategic direction that focuses on health, safety, quality and customer satisfaction. JBC senior management reviews the IMS at planned intervals to ensure its continued relevance, effectiveness, and compliance with the overall business strategy. The link between IMS and our strategic goals help us identify in a timely manner risks and potential new business opportunities.

Key achievements due to adherence to IMS include:

- Higher customer satisfaction resulting from raising the quality of products
- Developing and maintaining positive relationships with suppliers and contractors, to achieve long-term partnership, high-quality products, and continuous successes
- Reduced water use per MT of Bromine produced following increased resource efficiency interventions and pollution control.
- Implementation of Reduce, Reuse, and Recycle (3Rs) programs
- Improve occupational health and work environment and reduce accidents and work injuries
- Reduced accidents and their negative impacts on the natural environment.

Every department performs a SWOT (Strengths-Weaknesses-Opportunities-Threats) analysis and develops a SWOT matrix, integrated into the company’s overall SWOT and business strategy. Likewise, each department has its own key performance indicators (KPIs). The company KPIs derive from the department ones and cover health and safety, environment, productivity, cost saving and quality aspects.

5

OUR IMPACT
ON JORDAN



5. Creating value for Jordan

Our Approach

At JBC, we recognize that our business activity creates enormous business and financial opportunities in Jordan and the wider Middle East. Beyond our financial achievement, we strongly believe that our company creates value for society at large and JBC’s imprint in the Jordanian development is something we are proud of. Our investments and business decisions are based on a solid strategy to create a positive impact for generations to come.

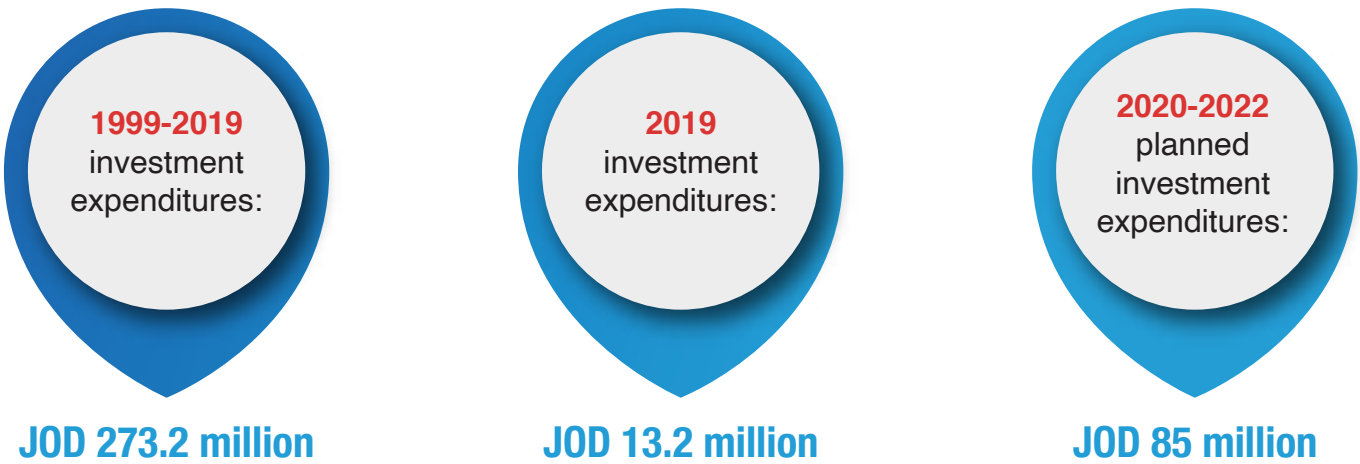


5.1 OUR IMPACT IN JORDAN

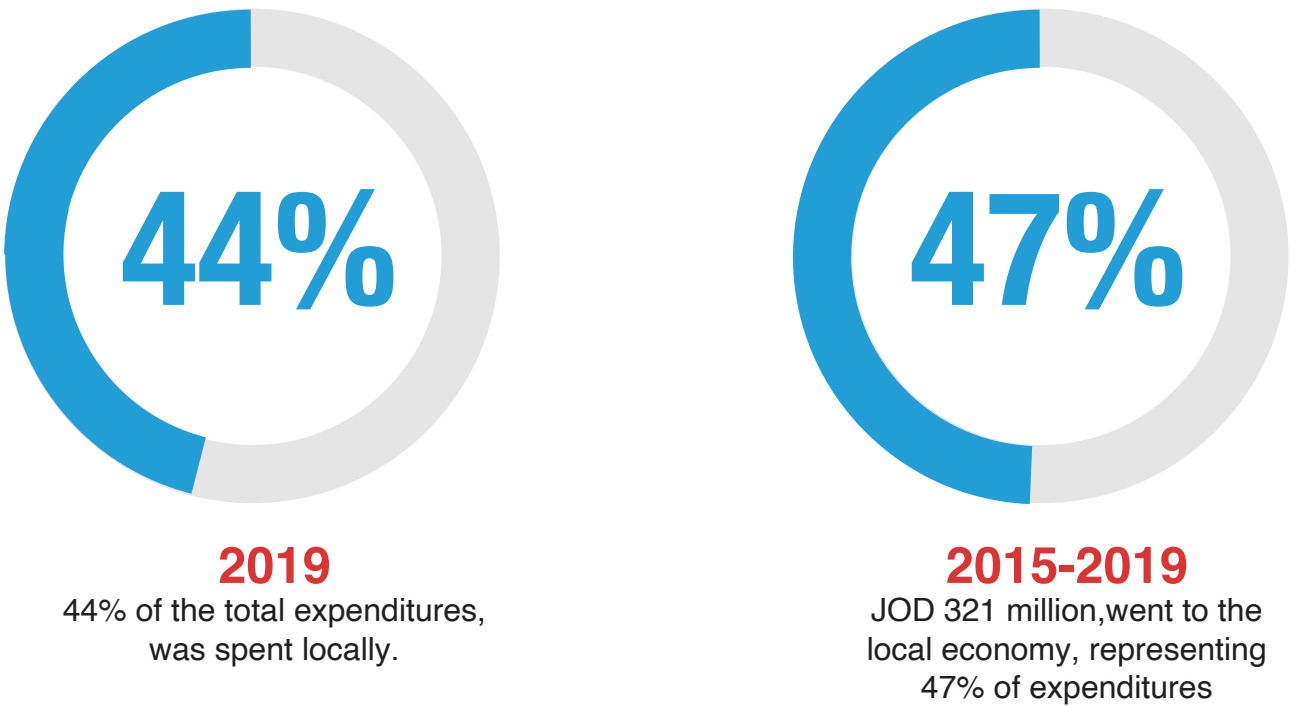
Impact on the Jordanian economy

In 2019, we commissioned an Economic Impact Assessment to evaluate the degree of the impact our activities have on the Jordanian economy. According to the study that analyzed a number of official national and company specific data and management inputs to gauge the economic impact, our contribution accounted for approximately 0.6% of the GDP.

Our investments



Domestic expenditures



Impact on Employment

As of 2019, we directly employed 360 people and in 2020, 362 people. Their dependents in 2019 totaled 1,296 individuals and in 2020 1,303, which increases the number of direct employment beneficiaries to 1,657 people in 2019 and to 1,665 people in 2020. Over a five-year period, we paid over JOD 50 million in salaries (excluding social security and benefits).

Direct
employment
beneficiaries
in 2020
**1,665
people**

We also hire individuals as contractors (131 in 2019 and 136 in 2020). The number of their dependents is 426 in 2019 and 442 in 2020, hence, the total number of people who benefit as individuals from the direct contracting of work at our facilities is 537 in 2019 and 578 in 2020.

Over
**JOD 50
million**
in salaries

In 2019, a total of JOD 1.1 million was paid to contractor employees and is estimated that the total amount of JOD 5.2 million was paid over the 2015-2019 period.

**K JOD
5,190**
was paid for
contractor
employees

We have created a positive impact on employment across the country, with the number of jobs created across our supply chain reaching 833²



Financial Performance

Financial performance	2019 (K JOD)	2020 (K JOD)
Direct economic value generated:	290,544	272,843
• Revenues	290,544	272,843
Economic value distributed:	298,178	204,832
• Operating costs (excluding payments to suppliers, wages, government and community as per below)	8,632	12,340
• Employee wages and benefits	16,711	17,476
• Payments to shareholders	159,300	63,720
• Payments to suppliers	109,902	107,255
• Payments to government/state	3,225	3,182
• Community investments	408	859
Economic value retained	(7,634)	68,011

² This is a conservative number from the Economic Impact Assessment. If the analysis utilized the total spending amount in Jordan (JOD 48.5 million), the number of jobs created in the economy in 2019 would have been 2,016. The analysis opts for the more conservative estimate by discounting payments to government as source of job creation in the economy.

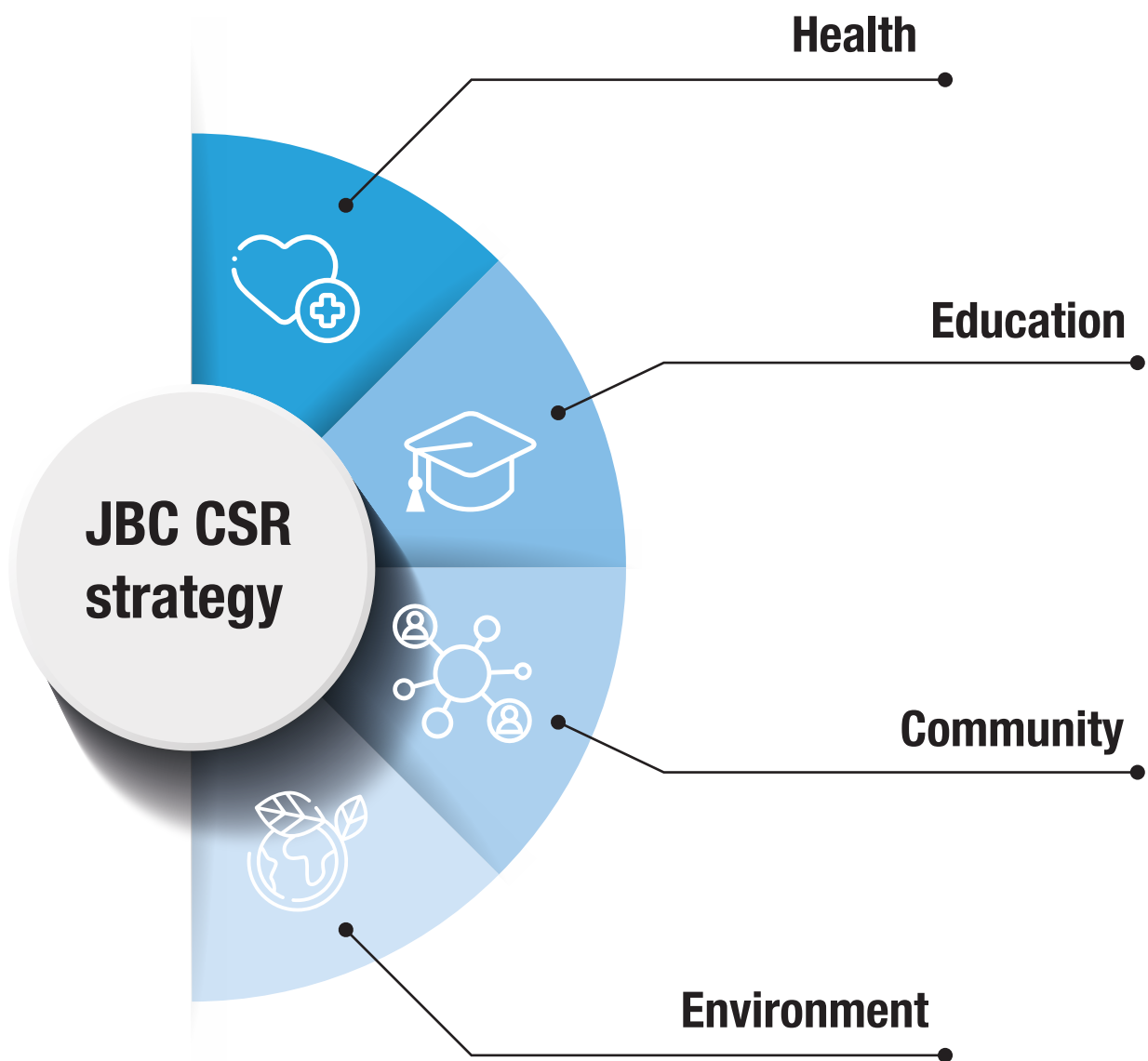
² This is a conservative number from the Economic Impact Assessment. If the analysis utilized the total spending amount in Jordan (JOD 48.5 million), the number of jobs created in the economy in 2019 would have been 2,016. The analysis opts for the more conservative estimate by discounting payments to government as source of job creation in the economy.

5.2 SOCIAL IMPACT AND COMMUNITY ENGAGEMENT

Our 20 years of experience have taught us that we have a greater responsibility for Jordan; one that goes beyond our direct economic impact. That is why we strive to be an engine for growth in our communities, working together with our partners to improve the well-being and quality of life for the people around us. Our community engagement is spearheaded by JBC’s Board of Directors and then cascaded down throughout JBC.

We target social and community impact in two ways: through philanthropic support and through strategic programs that build a stronger more economically advanced community. These are detailed in our Corporate Social Responsibility (CSR) strategy.

The CSR strategy focuses on four pillars:



In setting the strategy, JBC works closely with a Community Advisory Panel (CAP) whilst strategy implementation falls under the responsibilities of the CSR Committee, closely monitored and guided by the JBC CSR Panel.

JBC CSR Panel

The JBC CSR Panel is composed of 5-7 individuals responsible for managing and running the affairs of the CSR Program. The CSR Panel:

- 1. Reviews and makes recommendations on a 3 years CSR plan and Budget.
- 2. Monitors all CSR related activities
- 3. Reviews and approves CSR Committee projects and programs.
- 4. Reviews and approves Community Advisory Panel projects and programs.

JBC CSR Committee

The CSR Committee is responsible for setting the strategy and overseeing its implementation, reviewing activity reports, assessing project progress and implementing campaigns. Therefore, the CSR Committee:

- 1. Reviews and approves all donation requests.
- 2. Reviews the monthly progress report prepared by the Liaison Officer for the implementation of the CSR Program, which includes the CSR Program’s activities and initiatives.
- 3. Provides summary reports to the JBC CSR Panel on a quarterly basis.
- 4. Reports any irregularities or compliance issues to the JBC CSR Panel.

JBC Community Advisory Panel (CAP)

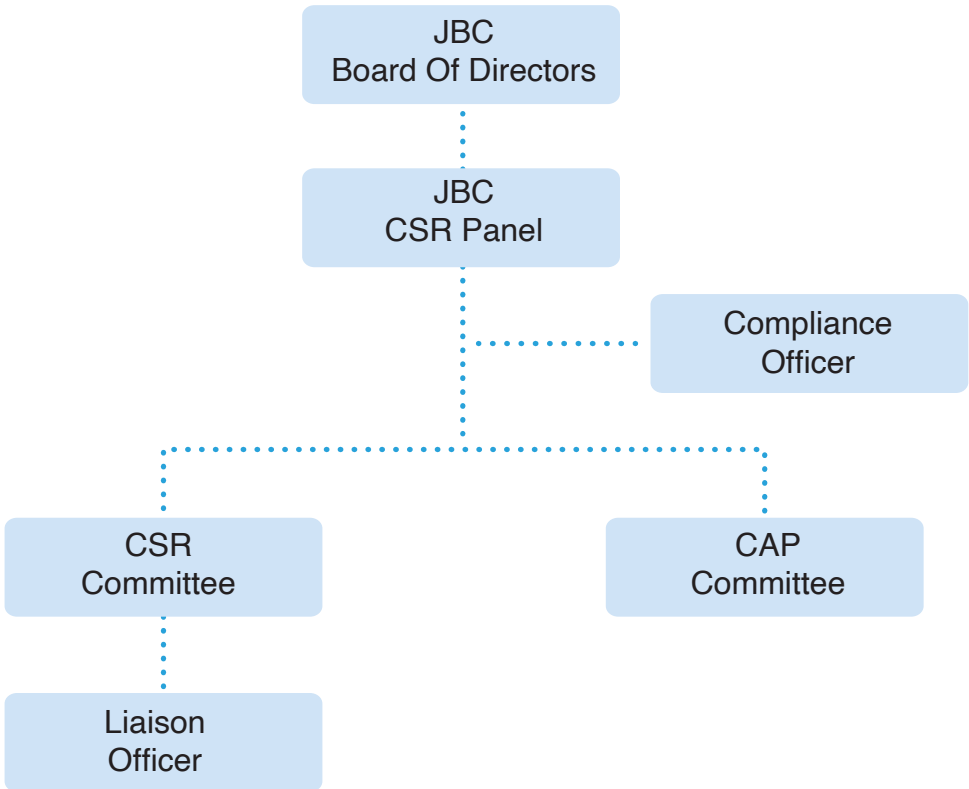
The core of our social vision is anchored in community initiatives for which employees collaborate with residents and local organizations. In 2011, we created the Community Advisory Panel (CAP) to strengthen communication and collaboration with the local community. The CAP periodically brings together community leaders with JBC management and staff to discuss issues of concern, strategize around community development, environmental protection measures, educational and health development initiatives and other key areas of our involvement.

The Community Advisory Panel:



Liaison Officer

The liaison officer is responsible for:



CSR Activities and Investment

Over the past six years, we invested over K JOD 5,000 in CSR activities. In 2020 alone, we spent over JOD 1 million on projects aiming to contribute to the sustainable growth of our communities.

CSR Activities and Investment 2015-2020 (in K JOD)								
Pillar	Cause	2015	2016	2017	2018	2019	2020	Total
Health	Health	35	29	125	66	-	13	268
Education	Education	63	16	155	172	73	83	562
	School Project	1,179	580	-	-	199	-	1,958
Community	Community Support	138	163	102	245	127	773	1,548
	Bridge Rehabilitation	-	-	-	-	-	310	310
Environment	Environment	15	83	33	13	10	1	155
	Dam Project	-	113	235	12	-	-	360
Total Investments and Donations		1,430	984	650	508	409	1,180	5,161

In 2019, our support in local community was through the following Initiatives:

- Gharemat Fund
- Schools in the region
- Local Youth Clubs
- Local Municipalities
- Local Productive Projects

Partners for the implementation of social initiatives

Education

- Queen Rania Teacher Academy
- Nusaibah bint Kaa'eb elementary school - Bromine
- Southern Jordan Valley Schools
- The local civil committee
- Elia Nuqul Foundation

Professional Organizations and Conferences

- EDAMA
- General Trade Union of Workers in Petrochemicals
- American Chamber of Commerce in Jordan (AmCham JO)
- Jordan Strategy Forum
- Scientific Conferences

Environment

- Royal Department for Environment Protection
- Community Advisory Panel

Health and Special Needs

- King Hussein Cancer Center
- Royal Health Awareness Society
- Princess Basma Center for Special Education
- Al-Amal School for private education
- The local civil committee

Local Community Support

- The local civil committee

5.3 LOCAL DEVELOPMENT

Our CSR strategy is targeted at supporting sustainable community development projects and creating and funding social, cultural and economic initiatives that respond to local and national needs. Our three-year strategy covers the Karak area, particularly the communities of Qasaba, Ghor Safi and Ghor Mazra'a.



Caring for Jordan was established in 2012 and seeks to support the sustainable development of the local community of Karak, with a focus on the communities of Qasaba, Ghor Safi and Ghor Mazra'a, by investing in human resources, creating opportunities for education and jobs, and securing a safe and healthy environment.

Caring for Jordan is the outcome of an in-depth community assessment that included focus groups, interviews and surveys on social and environmental aspects. The rationale behind the research was to help us determine the top priorities and community needs that can be included in our CSR Strategy and activate our social responsibility towards the people of Karak effectively. Caring for Jordan is a three-year plan with a goal to establishing a fully functioning foundation that will develop and implement CSR programs.

Case study: Model School in Ghor Al-Mazraa Area

Driven by our vision to elevate the communities within the wider Safi area, we conducted extensive research to understand the root causes of some of the social issues faced locally. We realized one of the challenges faced by students in the Ghor Al Mazraa area, was the distance from schools. Most schools operate in rented buildings, and recently, many of them had shut down. This meant that students were distributed to schools that were further away from their residence and therefore, had to travel long distances to attend school. This of course negatively affected the girls more than it did the boys.



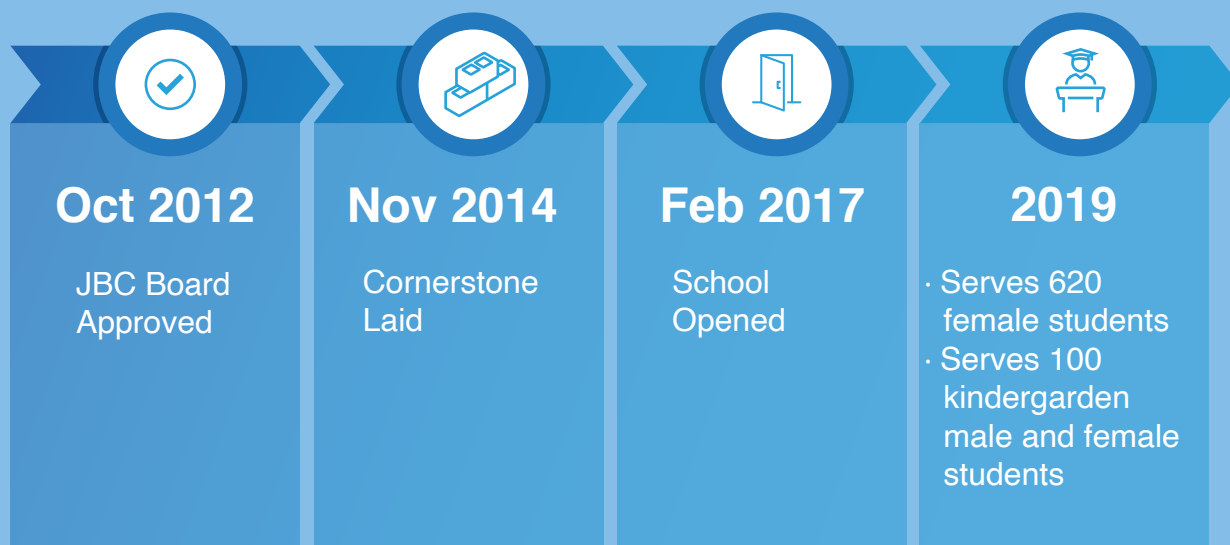
To facilitate access to education for female local students, improve their development opportunities and provide incentives to achieve higher education, we embarked on the greatest developmental project in the area; the creation of the elementary school. The school was built from the ground up by JBC. We ensured that the highest international standards were applied in the establishment of this school, which is considered the most pioneering, modern and distinguished school in the area. Through the development of the school we aspire to enhance the academic achievements within the local community and in turn increase their employment opportunities. Inevitably, in the long term this would ensure a high number of employees within JBC, both males and females, from these communities.

JBC's partnership with and support to the school is on-going. JBC continues to identify ways to improve school performance by recognizing the teachers for their efforts and providing attractive incentives for potential employment opportunities.

Construction space: 5,540 sqm.

Includes:
Over 4 kindergarten classrooms and more than 22 classrooms from Grade 5 – 12 (it included grade 4 up until 2019 academic year), Chemistry, science, and computer laboratories, library, learning resources room, technical room, sports grounds





Key highlights of JBC's contribution:

- | | |
|---|---|
| 1 Initial funding of JOD 2.2 million | 5 Provided means of air conditioning to promote a healthy environment for learning |
| 2 Invested in a graffiti activity to make the school colorful and attractive | 6 Honored 3 outstanding students in high school to encourage them to continue towards higher education |
| 3 Annual coverage of stationary needs | 7 Provides water pumps to irrigate the garden |
| 4 Assists in the maintenance process | 8 Installed a solar energy system to supply the school with renewable energy |

Further, in 2020, JBC engaged the school with the Royal Health Awareness Society to raise awareness on health issues in general and specifically in relation to COVID 19.



“Fursa” JBC Employability Initiative

Fursa is a 50:50 Joint initiative between JBC and Knowledge Horizon set up as an employability initiative focused on the marketing and social media sector. The initiative was designed after a careful analysis of the market needs and included the development of a 1-year training program. The targeted trainees were unemployed persons and fresh graduates from southern areas of Jordan, characterized by a high level of poverty and employability.



6

SUSTAINABILITY APPROACH



6. Sustainability Approach

Our Approach

Throughout the years, and as we continue to grow, we realized that we need to account for the pressure we put on the environmental and social systems and to limit the negative impact we have on the planet by improving how we operate. That is why, sustainability is our ultimate focus throughout every step of our strategy.

We actively collaborate and engage with stakeholders to set and follow action plans that address the challenges we encounter. We work closely with our stakeholders to identify better and more efficient solutions to transform our processes, reduce environmental impact and maintain long-term financial success.

6.1 Materiality Assessment and Priorities

As part of the development of our first Sustainability Report we worked to identify the most important focus areas for us and our stakeholders. The process we followed included utilizing the input from the extensive materiality exercise conducted by Albemarle, and working closely with the JBC key decision-makers and JBC stakeholders to align the materiality matrix with JBC’s operations and the environment of Jordan.



6.2 OUR STAKEHOLDERS

We constantly communicate and engage with our stakeholders through various channels and processes, as their feedback and opinions are valuable to us. Their input helps us improve our sustainability performance and update our investment and research focus and innovation priorities.

Our Stakeholders	Our relationship	How we engage
Customers/end Users	Working with our customers helps us understand their challenges, address their needs and motivates us to develop and provide the best products and services.	• Market surveys • Media channels, social media, and online portals • Website
Government and regulators	As a responsible Jordanian corporate citizen, we keep pace with regulatory changes and updates and follow all government laws and regulations relevant to our business. As a global exporter, we also comply with global best practices, while making a positive impact in our sector.	• Compliance with laws • Responsive to government requests • Participation in government initiatives
Employees	We believe that our people are the reason for our success. We work hard to secure a safe working environment, a supportive culture and improve their personal and professional skills.	• Health services • Development opportunities • Volunteering opportunities • Emails • Surveys
NGOs	As part of our social responsibility, we make sure to work with civil society organizations in order to address the needs of the most vulnerable segments of our community. Our approach is based on the belief that a stronger community yields a stronger organization.	• Program participation • Financial support • Volunteering opportunities

Our Stakeholders	Our relationship	How we engage
Industry and Trade Associations	We work with our industry peers to incorporate best practices in the corporate sector and increase public awareness on the value of our products.	• Conferences & events • Knowledge sharing
Suppliers	We work side by side with our suppliers to develop strong and long-term relationships, reduce risks across our value chain and ensure that our customers receive high-quality products.	• Long term partnerships • Support national suppliers
Society and Local Communities (Safi Community Advisory Panel)	We realize that there be misconceptions regarding the nature of our activities and the dangers associated with the use of our products. We are working to reduce any concerns related to the chemical industry by increasing awareness among our local communities. We are also keen on making a positive impact and creating shared value by investing in projects that contribute to the sustainable development of our communities, including: support Gharemat Fund, support schools in the region, Local Youth Clubs, Local municipalities and developmental projects.	• CSR Team • New project development participation • CAP
Shareholders (Albemarle corporation. Arab Potash Company)	Albemarle Corporation and Arab Potash Company are our valued shareholders. We work together to provide safe products that meet the needs of our clients while ensuring long term economic development, environmental and social responsibility.	• Financial reports • Shareholder meeting
Media Partners	We value our media partners as they give us the opportunity to share with our stakeholders accurate and timely information about our performance, contributions and achievements.	• News • Project communication

6.3 ALIGNMENT WITH THE SUSTAINABLE DEVELOPMENT GOALS

On September 2015, the United Nations launched 17 Sustainable Development Goals (SDGs), as the instrument to guide our steps in achieving the 2030 Agenda for Sustainable Development. The SDGs address social challenges ranging from poverty, education and economic prosperity to environmental protection, aiming to engage public, private sector and civil society and enable them to address the common goals and identify opportunities for action.

At JBC, we align our strategies with several of the 17 SDGs, working hard and investing in projects, technologies and processes that yield positive results for us, our society and the environment in which we operate.

Our Impact on Jordan

- Goal 1: No poverty
- Goal 4: Quality Education
- Goal 8: Decent work & economic growth
- Goal 16: Peace, justice and strong institutions
- Goal 17: Partnerships for the goals

Value Chain

- Goal 9: Industry, innovation and infrastructure
- Goal 12: Responsible consumption and production



Our people

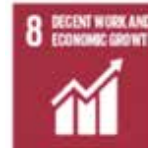
- Goal 1: No poverty
- Goal 3: Good health & well-being
- Goal 4: Quality Education
- Goal 5: Gender equality
- Goal 8: Decent work & economic growth

Environment

- Goal 6: Clean water & sanitation
- Goal 12: Responsible consumption and production
- Goal 13: Climate action
- Goal 14: Life below water

Although at JBC we would like to support all the SDGs, to ensure impact we focus on only a handful SDGs as our primary focus.

Our primary SDGs			
Goal	How we can contribute (Potential Impact)	Our Current Actions	Our Future Plan
	As a responsible corporate citizen, we strive to reduce the percentage of the poor in Jordan, through the continuous support and empowerment of vulnerable individuals.	We have worked on many initiatives that aim to raise the levels of social care for the Jordanian people through CAP. We have supported the most vulnerable groups in our society through continuous donations and support to charities. Building a school in the rural area of South Ghour is a contribution to eradicating poverty.	We will continue to develop and implement programs and initiatives to improve quality of life and enable people to secure financial security and independence. Although, we will continue to donate to charities and selected causes to address basic needs, we will also work on building a local value chain for JBC to further promote and support the livelihood of local communities.
	We believe in the importance of education for members of society. We are always keen on providing quality education to both our employees and members of our community.	During the year, we implemented various training plans, vocational training and programs for all our employees. Our support for education was not limited to our employees, but also extended to community members and children. We have worked to create a more productive society by building a school, enhancing technological skills, and by continuously donating computers and laboratories to schools and training centers as a step towards building capacity.	We will continue to provide quality training, education and scholarships to our employees and community members to encourage and enable them to fulfill their potential. Ultimately, we aspire to increase the number of employees that originate from our local community and increase our collaborations with local suppliers.

Our primary SDGs			
Goal	How we can contribute (Potential Impact)	Our Current Actions	Our Future Plan
	As a leading national company, we aspire to maintain economic growth and achieve higher levels of productivity and economic effectiveness through diversification, technological upgrading and innovation.	During 2019, we succeeded in supporting the Jordanian economy with about 0.6% of the GDP, and continued to do so in 2020 regardless the pandemic. We have contributed to the diversification of the Jordanian economy, since the volume of our exports represents more than 5% of the total Jordanian exports.	In the coming years, we will work to increase the volume of exports and GDP. Create more job opportunities for women and men, including youth and persons with disabilities.
	We look for human well-being by promoting scientific research and raising the level of technological capabilities of the industrial sector in Jordan.	At JBC, we have an innovative culture that focuses on investing in technologies and projects, encouraging innovation and increasing the number of people working in research and development.	We are looking to boost scientific research and accordingly to increase spending on research and development. We also aspire to increase awareness of sustainability in our sector, and increase the efficiency of resource use, including the investment on environmentally sound technologies and industrial processes.
	JBC strives to achieve long-term sustainable management, efficient and optimal use of natural resources. Furthermore, it focuses on environmentally sound management of chemicals and all wastes according to internationally recognized frameworks.	As a manufacturing company, we work to drastically reduce the impact of our operations on water, air, soil, and marine life. We reduce waste generation by preventing, reducing, recycling and reusing. We have also invested in tools, programs, and projects to monitor our water and energy efficiency and increase the efficiency of resource consumption.	We will encourage our suppliers and Jordanian industries to adopt sustainable practices. We will also raise the levels of innovation towards more sustainable consumption and production.

6.4 SUPPORT JORDAN'S VISION 2025

In 2015 Jordan charted its way to the future through Jordan Vision 2025, a long-term national vision and strategy, necessary to determine the integrated economic and social framework for providing opportunities for all. The vision puts the citizens at the heart of the development processes.

Therefore, we constantly work to reduce the unemployment rate, contribute to the well-being of citizens and improve the services provided to them. We are keen to play a prominent role in the advancement of the national economy, by taking measures that contribute to increasing economic participation rates, by enhancing productivity, supporting the Jordanian dinar and improving the trade balance. In turn, these actions contribute to enhancing the strength of the Jordanian economy and its resilience and reducing the impact of the external shocks.

Jordan 2025 Pillars



Society



As part of our active citizenship, we worked on many initiatives that aim to raise the levels of social welfare for the Jordanian people. We established the Community Advisory Commission (CAP), to enhance communication and cooperation with the local community and to set up community projects with positive impact. In addition, our donations to various institutions, funds, schools in the region, local youth clubs, local municipalities, local projects speed local development.

We undergo regular audits by local and international authorities, to ensure health and safety. We proudly obtained the “Safest Plant for 2010, 2013 and 2017” from the Jordanian Social Security Corporation.

Business



We proved our ability to support the Jordanian economy with sales that exceed JOD 290 million and represent the 5.1% of total Jordanian exports. We export to 30 countries globally, putting Jordan on the global map through our achievements.

As a responsible chemical company, we apply the best safety and security practices and follow local laws and international standards, setting an example of best practices among our Jordanian peers.

Citizen



We work to provide equal job opportunities for all Jordanians. During 2019, we contributed to creating a positive impact on employment, creating 833 jobs along our supply chain. The number of direct employment beneficiaries reached 1,657 employees. Our salaries are among the highest in Jordan.

We value our employees and provide occupational health programs and services, medical examinations and run a comprehensive industrial hygiene program that covers all activities on-site. We strive to develop our employees through training, educational support, and scholarship programs.

Government



We greatly contribute to the support and diversification of the Jordanian economy, accounting for about 0.6% of the GDP. Although JBC as a free zone company is exempt from corporate tax, over the five-year period, our employees contributed with JOD 1,536,537 in income tax.

7

PEOPLE



7. PEOPLE

OUR APPROACH

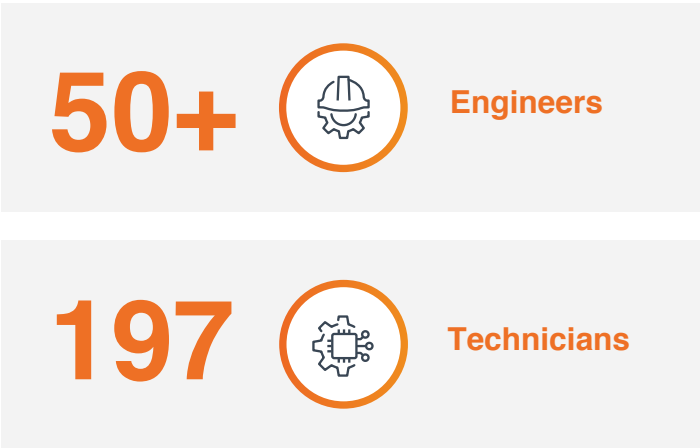
All the progress and performance we achieved across the years would not have been possible without the effort and dedication of our team. They are the cornerstone of our company, adding value and constantly making a difference in everything that we do. Through a solid framework of policies and procedures, we are committed to providing them with opportunities for continued learning, development and career advancement, while at the same time, safeguarding their health, safety and work-life balance. Nearly 30% of our employees have been with the company for over 15 years.

7.1 EMPLOYMENT

We built our reputation as a great employer guided by our philosophy of embracing a purposeful approach in all our activities. We strive to attract and retain talented people, motivated and productive employees, who share our passion.

Our Direct Employees

Our people are the force that takes JBC forward. We are aware of the role we play in the local job landscape, that is why we provide equal job opportunities for all Jordanians, with a distinctive priority for residents of the local area. In 2019 and 2020, our team had 360 and 362 employees, respectively.



Year	No. of Employees
2015	340
2016	340
2017	335
2018	348
2019	360
2020	362

	2019	
	Men	Women
Executives	10	-
Professionals	78	5
Semi Professionals	175	1
Other employees	90	7
Total	353	7

	2020	
	Men	Women
Executives	9	-
Professionals	79	4
Semi Professionals	175	1
Other employees	93	1
Total	356	6

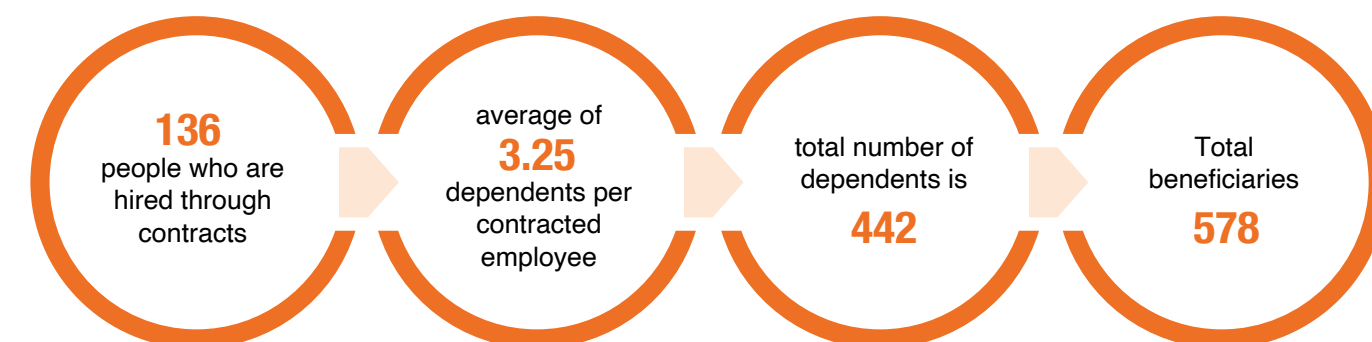
2019				
Employee Hires and Leaves	Employee Hires		Leaves	
Gender	No.	Rate	No.	Rate
Men	6	1.65%	1	0.27%
Women	0	0	1	0.27%
Total	6	1.65%	2	0.54%
Age Group	No.	Rate	No.	Rate
Under 30	6	-	1	-
30-50	0	-	0	-
Over 50	0	-	1	-
Total	6		2	

2020				
Employee Hires and Leaves	Employee Hires		Leaves	
Gender	No.	Rate	No.	Rate
Men	1	0.28%	2	0.55%
Women	0	0	1	0.28%
Total	1	0.28%	3	0.83%
Age Group	No.	Rate	No.	Rate
Under 30	-	-	1	-
30-50	1	-	1	-
Over 50	-	-	1	-
Total	1		3	



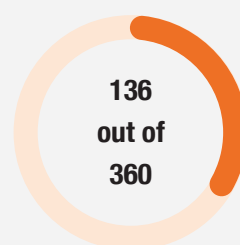
Our Contractor Employees

In addition to direct employees, in 2019 a total of 131 people and in 2020, 136 people, were hired through contracts, that receive an average compensation of JOD 741 per month (about three times higher than the minimum monthly salary in Jordan).



The vast majority of our contracted employees are assigned in facility services, security, maintenance, packaging & logistics department.

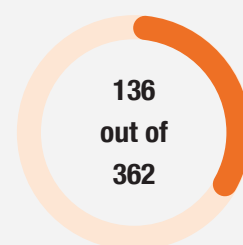
2019



37.7 %

Employees from the local community (Karak & Safi)

2020



37.6 %

Employees from the local community (Karak & Safi)

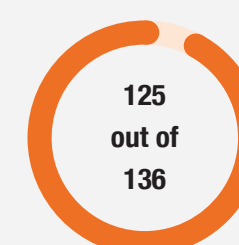
2019



88.5 %

Contractors from the local community (Karak & Safi)

2020



91.9 %

Contractors from the local community (Karak & Safi)



Honoring employees

In 2019, we held special events to honor employees for their years of service to JBC. We celebrated 54 employees who completed 7 years of service and 31 employees, completing 15 years of service at our company. All employees received a certificate of praise and appreciation in addition to a gift. In 2020, due to the pandemic restrictions, no recognition events were held.

5-15 years
of service in JBC



184
Employees

15-30
of service in JBC



128
Employees

7.2 HEALTH AND SAFETY

We put a great deal of emphasis on the working conditions in our facilities, as the safety of our employees is unconditional and non-negotiable. In addition, adhering to accident-free operations ultimately contributes to improved processes, reduced costs and increased productivity.

Compliance with international procedures and standards

Continuous improvement in health and safety performance is essential to our business' success. Guided by the management policy regarding safety, we have designed and built our plant in accordance with the highest international standards. We follow specific procedures for producing materials, purchasing and transporting products. Our Integrated Management System (ISO9001: 2015, ISO 45001:2018, ISO14001:2015), helps us to constantly improve and update our policies and procedures and ensure the quality of our processes and products.

Our process safety department complies with Occupational Safety and Health Administration (OSHA³) procedures and regulations. To identify hazards, assess health and safety risks, and investigate accidents, we use basic behavior programs and processes, like Process Hazard Analysis (PHA), Job Safety Analysis (JSA) and machine guarding tools SCAN and STOP.

We operate, support, and manage our plant the same way as other leading factories in the USA, Japan, Europe do.

³For more information on OSHA and the tools utilised, please visit: <https://www.osha.gov>

Handling Bromine

Bromine is an extremely hazardous chemical and should therefore be handled with extreme care. We ensure that our people are safe throughout the handling process.



Employees get the necessary professional training before starting their employment.



When working with bromine employees should wear Personal Protective Equipment (PPE).



Bromine storage tanks are lined with glass, which is hard to corrode and allows the bromine to be visible.



The tanks have bromine detectors that can sense when concentrations rise above the permitted 0.1 ppm.



Anyone entering the site must attend a safety briefing and wear at all times the safety equipment provided.



JBC invests in purchasing the best personal protective equipment for its people. In 2019, JBC spent over K JOD 290 and in 2020 over K JOD 220 in the purchase of Personal Protective Equipment (PPE).

Safety Committee

We are committed to taking all the measures for preventing accidents and protecting the health and safety of our employees. To avoid accidents and losses, we have established a joint management/worker safety committee, whose purpose is to engage with workers and management in a cooperative effort to promote best practices in the workplace. The safety committee assists the management, makes recommendations for improvements, and identifies risks with respect to work-related ill health. 50% of our employees are represented in the joint committee.

We are proud that all our hard work in this field received the “Safest Plant” award in 2010, 2013 and 2017, from the Jordanian Social Security Corporation.

Audits to ensure health and safety

We employ full-time quality and environmental professionals to ensure that our standards remain consistently high. In addition to internal health and safety audits, to ensure process integrity, third-party audits are arranged by Albemarle Corporation every three years.

Occupational health programs and services

To safeguard the health of our employees, we implement a wide range of health and safety programs. Every six months, we encourage that our employees undertake a medical examination covering audiometry, pulmonary function test and an overall clinical examination.

We also have a comprehensive industrial hygiene program that covers all activities on-site, such as heat stress, manual handling, hearing preservation program, respiratory protection, exposure to chemicals.

2019		
In Class Training - HSE	Participants	Total training hours
Certified Occupational Safety and Health Specialist Course	1	40
Fire Brigade Training	70	700
First Aid, CPR and AED.	35	210
Forklift Safety Training	12	144
Hazardous Materials Transport and Handling Training Course "ADR"	1	40
Safely Chemical Transporting Mechanism	2	80
HAZMAT Team Training	66	594
Man-Lift Training	1	2
NEBOSH IGC Training	2	180
Overhead, Rigging and Crane Safety	40	921
Practical Permit Issuing	7	42
Wire Ropes Safety	28	28
Radiation Protection	6	240
Total	271	3,221
Computer Based HSE	Participants	Total training hours
5 Min Escape Respirator	17	17
Confined Space	176	352
Electrical safety and arc flash hazards	193	579
Excavation Safety	193	386
Fatigue Management	4	4
General safety rules	25	50
HAZCOM label	142	426
Hot Work Permit Safety	178	356
Lockout Tag out & Tray Safety Procedure	197	394
Non routine work permit Safety	176	352
Personal Protective Equipment	25	25
Process line opening Safety	176	352
Safe Work Permit	195	390
Total	1,697	3,683

In 2019 and 2020, through training programs, procedure updates and checklists, we improved many high-risk activities, such as hydro blasters and storage racks. We conducted an Arc Flash Study for all electrical systems as per NFPA 70E. We undertook a comprehensive survey to evaluate work in hot weather. We also managed to put corrective action to mitigate site conditions.

2020		
On Class – HSE Training	Participants	Total training hours
Training on Health and Safety Topics		
ISO45001:2018 Internal Audit	21	315
Fire water treatment unit Safety	9	189
Nested Contractor	29	284
Forklift Safety	10	90
SCBA training	9	13.5
Total	78	891.5
Computer Based HSE Training	Participants	Total training hours
Electrical safety and arc flash hazards	66	198
Confined Space	45	90
Excavation Safety	34	68
HAZCOM label	68	204
Hearing Conservation Program	1	1
Hot Work Permit Safety	44	88
Lockout Tag out & Tray Safety Procedure	43	86
Non routine work permit Safety	52	104
Process line opening Safety	31	62
HAZMAT Teams Training - Incident Commanders	56	448
HAZMAT Team Training - Crew Members.	303	2424
Safe Work Permit	40	80
Emergency procedures	29	58
General safety rules	30	60
Personal Protective Equipment	29	58
5 Min Escape Respirator	19	19
Hand Tools Safety	250	250
Hearing conservation	235	235
Power Tools Safety	68	68
Respiratory Safety	229	229
Total	1,697	4,762

Case study: Imran Assyat Success Story

1- How did JBC support your career growth?

The management and JBC policy had a great role in my career development from the first day. JBC continuously conducted and offered training courses internally and externally, that are aligned with work needs and requirements.

I am proud to have been granted more than a certificate of appreciation and thanks for my exceptional work. JBC provides both moral and material support to its employees to help them develop and grow.

This has been reflected in my performance and achievements.

2- What challenges did you face at JBC?

On a personal level, I didn't face any challenges.

I faced challenges with regards to undertaking all the required tasks due to their technicality and degree of professionalism expected while at the same taking all the necessary preventive measures, and ensuring that no losses occur for the company equipment over many years.

3- How would you summarize in your words your story at JBC?

In 2006, I submitted my application to JBC. I was contacted for a vacancy in the maintenance department (tank maintenance department). After I passed the practical and written tests, they selected me for the job, and my journey began at JBC.

I performed my duties with sincerity, dedication and worked in the spirit of one team. Many tasks were accomplished within the maintenance department. The most important of which is the preventive maintenance of Bromine tanks, which deliver the product to customers in many countries, and it must be maintained in an ideal condition.

It is imperative for a person to persevere to succeed. After all my hard work, I took a technical test, which on passing, I was promoted to the degree of Pipe Fabricator.

This position presented me with many more challenges to grow and live up to my professional responsibility and continuously develop every day to meet management's confidence in me. It is with great pleasure that I continue to give all my best efforts with love and sincerity to that family that supported my aspirations and hopes.

4- How did working at JBC affect your personal life? (Please provide details in terms of way of thinking, educational attainment, and the impact of the company on the surrounding community, whether inside or outside the family)

The culture and public safety procedures followed in the company have a great impact on my daily life.

These procedures helped me avoid many problems related to the safety of people and facilities in all fields. Also, following methods of business planning, punctuality, and adherence to laws and procedures had a great impact on my material and moral life.



Case study: Khaled Balawneh Success Story

1- How did JBC support your career growth?

The Company provided support by:

- Opening the door to self-development and providing training at both technical and administrative levels.
- Providing easy access to company's management, which contributed to the establishment of a strong bond between them and us – the employees.
- Respecting ideas and suggestions and not diminishing their importance, which in turn promoted innovation and development.
- Praising achievements where necessary.
- Providing motivation to acquire additional skills and knowledge.
- Participating in decision-making and creating a path to grow and increase responsibility.

2- How would you summarize in your own words your story at JBC?

I started my journey with JBC before my appointment there, where I was working with a foreign company on projects for the expansion of Potash Company between 2006 – 2010.

Through my work there, I learned how JBC is one of the best companies in Jordan, in terms of general safety, the extent of its concern toward its employees, and the fact that resignation rates almost equal to zero.

Then fate has set the course, my work in potash projects intersected with some of JBC business, thus I got to know more about JBC.

I saw the level of consistency between team members, and the extent of professionalism in the work performed, and back then I wished to work with JBC.

In mid-2010, I heard about a job opportunity in the projects department at JBC, and that the required qualifications match my experience, so I hurried to apply.

I still remember that call from the HR department, in which they announced my appointment,

"Congratulations, you have been accepted".

From that time onward, I felt that it's an ideal work environment, so I decided to stay at JBC until retirement.

My accomplishments continued during my career at JBC, with successful completion of several projects, large, medium, and small.

As with any other work, I was subjected to many challenges and difficulties, which I passed with the grace of God first, and with the support of my colleagues and the management of JBC, who has always been the greatest supporter to achieve JBC goals.

My career started with the TBBPA plant expansion project, which was the golden opportunity to prove that I am up to the trust that they bestowed on me.

As a result of the company's continued support and encouragement, I decided to complete my graduate studies and accordingly, I enrolled at Mutah University to study an MBA In 2018.

Despite all the difficulties, at the beginning of 2021, I graduated with distinction. During my studies, the company provided all forms of moral and material support, which had a positive impact in overcoming these difficulties.

3- How did working at JBC affect your personal life? (Please provide details in terms of way of thinking, educational attainment, and the impact of the company on the surrounding community, whether inside or outside the family)

Working in an environment that encourages development, has surely affected my personal life in several ways:

Academic achievement:

Thanks to JBC encouragement, I obtained the (PMP) certificate from (PMI), which is one of the most important certifications in project management.

JBC's constant support enabled me to get my Master of Business Administration (MBA) degree.

Thinking method:

Working at JBC, makes you practice scientific analysis methods, which leads you to search for the root causes, not the superficial causes or symptoms of the problem.

Socially:

Spreading the knowledge gained through work, in your social environment - especially matters related to public safety - will have a great impact on this society.



Health & Safety Indices

The efforts we make for the safety of our entire team are also reflected by the investments we make. In 2019 and 2020, we spent over K JOD 225 and K JOD 229, respectively for purchasing protection equipment for our employees.

Our health and safety indices demonstrate our remarkable achievements that underscore the effectiveness of our management systems and practices, registering no fatalities among our employees or contractors over the years.

2019

Health & Safety indices	Jordan Bromine Company		Contractors	
	Men	Women	Men	Women
Number of Hours Worked	1,221,290	11,280	227,507	0
Number of First aid Incidents	10	0	3	0
Number of near misses	812	0	32	0
Number of Injuries	1	0	0	0
Number of Lost Time Accident (LTA)	0	0	0	0
Number of Work-Related Fatalities	0	0	0	0
Number of Road Accidents	2	0	11	0

2020

Health & Safety indices	Jordan Bromine Company		Contractors	
	Men	Women	Men	Women
Number of Hours Worked	1,173,255	15,696	199,770	0
Number of First aid Incidents	10	0	10	0
Number of near misses	727	0	54	0
Number of Injuries	2	0	0	0
Number of Lost Time Accident (LTA)	2	0	0	0
Number of Work-Related Fatalities	0	0	0	0
Number of Road Accidents	3	0	0	0

Facilities for our Employees

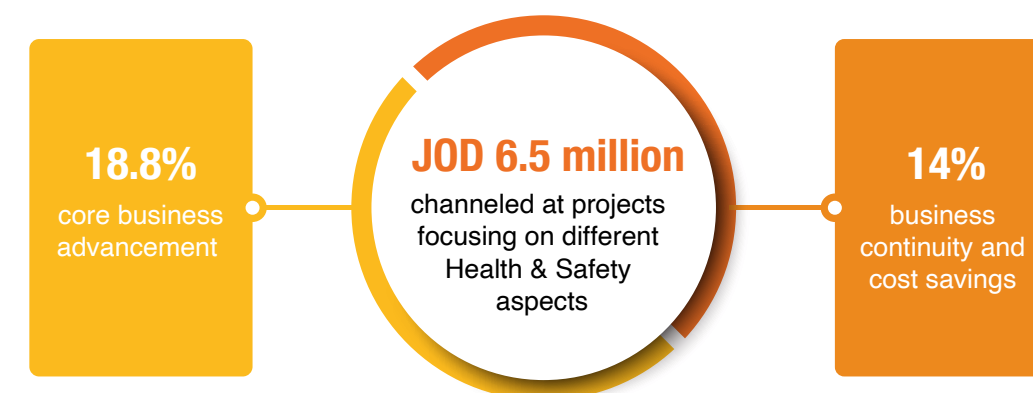
Due to the remote location of our plant our employees commute long hours. At the same time, many of the job roles require working 12-hour long shifts. To improve safety we provide short term accommodation in the company motel. In 2019 we invested over JOD 1.9 million in developing and expanding the facilities, introducing hybrid car and improving the transportation system at the Aqaba site for employees that work in shifts.

Employee Dorms/ Motel

Development activity	K JOD
Construction	1,469
Design and Supervision	56
Furniture	88.800
Miscellaneous	355
Total	1,968.8

Health and Safety Investments

In 2019, we invested over JOD 6 million in projects focusing on Health and Safety.



7.3 TRAINING AND DEVELOPMENT

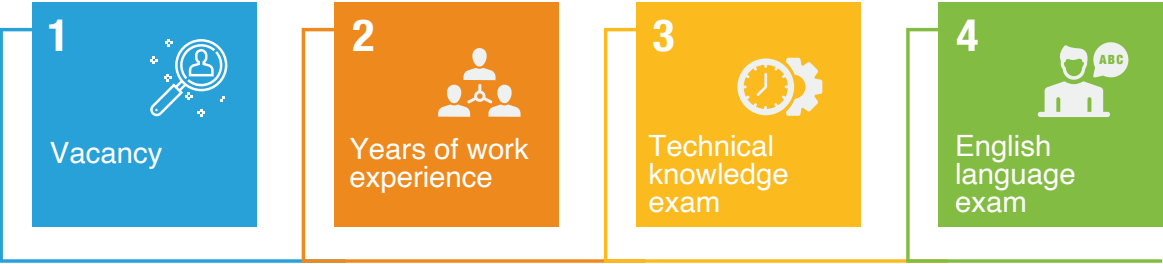
Our ongoing focus is to build the right team by allowing our employees to achieve their potential and contribute to our sustainable development. We do that through diversified training hours, performance management policy, career path policy, an educational support program, scholarship programs and many other programs that reflect our commitment to them. Employees often advance from within JBC and therefore constantly monitoring their performance and encouraging their development is key to the success of JBC.

Training Programs

We provide our employees with training programs that cover all types of skills, such as new employee orientation, job training, key safety training, local and international training programs and internship opportunities. For online training, we use our computer-based learning management system, "JBC Academy". During 2019, we conducted the Bolted Flange Joint Assembly (BFJA) training for the maintenance team and initial site preparation.

Career Path Policy

Our career path policy showcases the opportunities given to our employees for professional development. When evaluating employees for a new role, the following criteria are taken into account:



Performance and Appraisal

Employee performance reviews are extremely important both for us as a company, as well as for our team, as the process enables us to determine salary increases and career paths, areas that need improvement and areas that perform well. At the same time, it is an important tool for effectively assessing our progress towards achieving annual goals.

In 2019 and 2020, all our employees went through the annual performance and career development review, a meticulous process that enable us to improve and plan better the next career steps.

Education Grant Policy For Career Development

In 2019 we established a policy to support employee education and promote professional certification for accredited university degrees and professional specialized certificates. So far, five employees have benefited from the program as they advance in education development

The scholarship value covers **80% of the tuition fees** for the master's and bachelor's program.



In 2018 we provided training for a group of unemployed degree holders.

In 2019 two of them were assigned to JBC as field operators.



Training hours

Our performance and progress is highly influenced by the competencies and skills of our team. We constantly implement programs aimed at increasing efficiency and expertise across our entire workforce.

The total hours of employee training in 2019 reached 9,555 hours, and in 2020 reached 3,016 hours. The tables present a comparison between working hours by gender and training hours on different topics.

Number of participants in trainings and seminars by gender and employee category – excluding CBT

Employee category	2019			2020		
	Men	Women	Total	Men	Women	Total
Executives	9	0	9	4	0	4
Professionals	75	2	77	58	1	59
Semi Professionals	136	1	137	97	0	97
Other employees	44	1	45	2	0	2
Total	264	4	268	161	1	162

2019

Employee category	Total hours of training received by gender and employee category			Average training hours by gender and employee category		
	Men	Women	Total	Men	Women	Total
Executives	336	0	336	34	0	34
Professionals	3,927	68	3,995	50	14	48
Semi Professionals	4,650	36	4,686	27	36	27
Other employees	499	40	539	6	40	6
Total	9,412	144	9,556	117	90	27

2020

Employee category	Total hours of training received by gender and employee category			Average training hours by gender and employee category		
	Men	Women	Total	Men	Women	Total
Executives	55	0	55	6	0	6
Professionals	1,161	15	1,176	15	4	14
Semi Professionals	1,764	0	1,764	10	0.00	10
Other employees	21	0	21	0.22	0.00	0.22
Total	3,001	15	3,016	31	4	8



13,205

Training hours in 2019



4,500+

HSE Training in 2020

Total Hours of Training by topic	2019	2020
Business, Management and Risk	837	144
Foreign Language	648	0
Health, Safety & Environment	3,253	284
Health, Safety & Environment – Computer based	3,683	4,762
On-The-Job Training	1,780	1,582
Soft Skills	244	104
Software, Systems & IT	800	40
Supply & Logistics Management	192	0
Technical Skills	1,768	862
Technical	-	590
Total	13,205	8,368

All employees receive awareness training on the primary environmental procedures (such as waste management), ISO 14001 procedures and the Voluntary Emission Control Action Program, a global chemical management program based on Code of Best Practice for the handling and use of brominated flame retardants. Our operators are trained and certified to operate equipment that is critical to the environment, such as scrubber and boilers. All employees handling waste materials are trained and certified on specific handling procedures.

Case study: Faten Mdanat Success Story



1 - What was your growth path at JBC?

24/07/2002 > Secretary – as a contract	01/01/2012 > Executive Senior Administrator
01/01/2003 > Secretary – as an employee	01/09/2014 > Shift Supervisor I
01/11/2004 > Executive Secretary	01/01/2019 > Shift Supervisor II
01/03/2010 > Senior Administrator Assistant	01/01/2020 > Payroll & HR Section Head

2 - How did JBC support your career growth?

"Hard work pays off" is one of the sayings that I believe in and can be reflected in my development at JBC.

There is no doubt that JBC was and still appreciates, believes, and fully supports its distinguished employees, who continuously aspire to achieve more and regularly invest in improving their performance.

3 - How would you summarize in your words your story at JBC?

I consider my journey with JBC as one of the most important periods in my life. Besides being a woman and a working mother, it is the most important achievement that I have made.

4 - How did working at JBC affect your personal life?

Working at JBC is considered an ambition and a dream come true.

It also influences other aspects of my life, such as social life and relationships and I consider that part of the way that I organize my life is a reflection of the mindset within JBC.

7.4 EQUALITY AND DIVERSITY

We are committed to promoting diversity across our entire business lines, regardless the gender or age of our employees, and building an inclusive institutional culture. The nature of the work environment at JBC is challenging and is depicted in the low representation of women in the workplace. We recognise the cultural and operational challenges that need to be addressed but we are identifying ways to increase the number of female employees employed by JBC.

7.5 IMPROVING THE WORK ENVIRONMENT

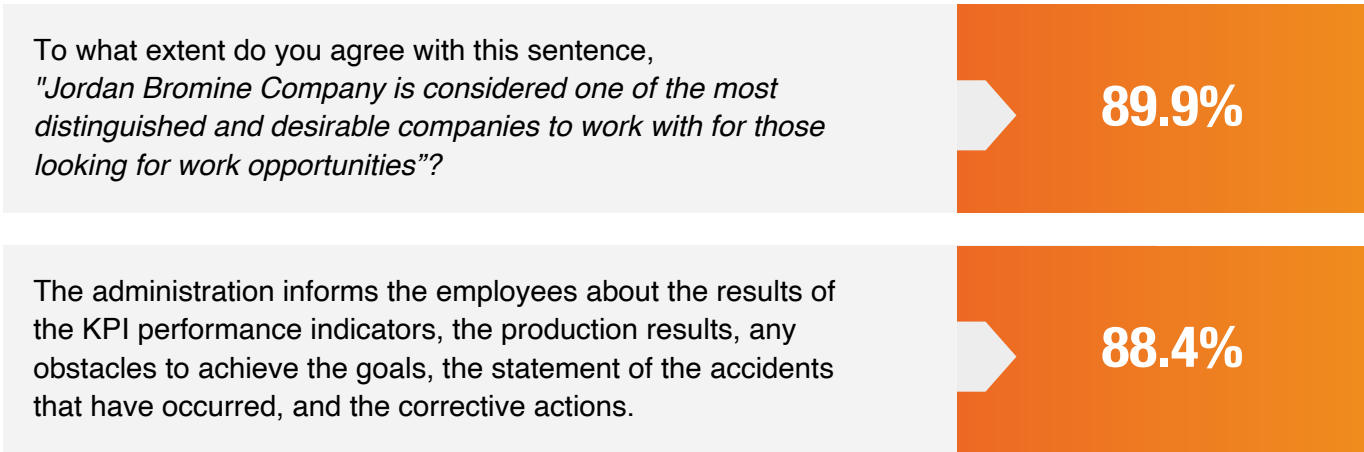
Employee Engagement

Employee engagement is an extremely important process for our human resources strategy; it gives us the opportunity to take timely measures to improve our team’s satisfaction and identify potential issues that may arise in the future.

As part of our daily practices, we apply an open-door policy, and we have also developed a coffee and a listening meeting with the presence of the Plant Manager and General Manager to facilitate ideas exchange. Employees are encouraged to openly discuss issues, and recommendations for improvement, and the HR team arranges the implementation of valid and approved points. As a result, we have advanced learning opportunities, utilized online JBC Academy, formed committees and adjusted vacation hours calculation.

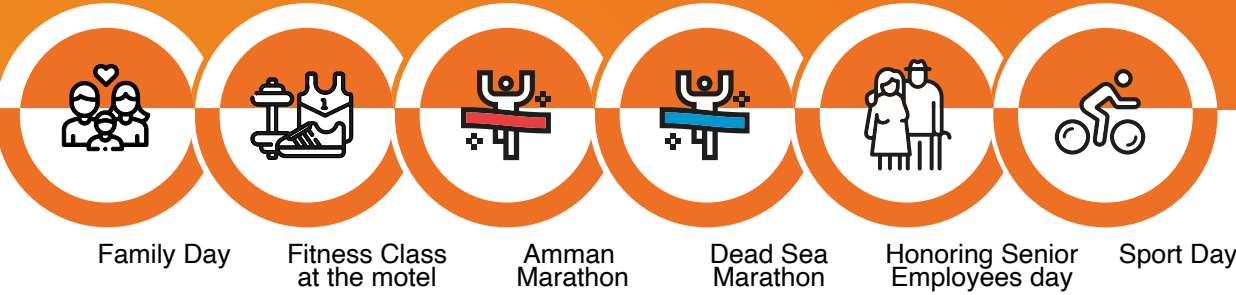
On an annual basis, the HR conducts a satisfaction survey, identify trends and implement recommendations to enhance employee satisfaction.

Our most recent engagement survey had a 46% participation rate. Notable results include:



Programs and events for our employees

We do our best to keep our employees happy and engaged. Every year, we organize events and activities that create a positive and inspiring work environment, including:



JBC Family Day

As part of the social activities organized by the HR function, JBC organized a family day in April in Ajlun Forest. Around 350 employees and their families joined, shared a meal and enjoyed the activities.

7.6 BENEFITS AND REWARDS

We are committed to ensuring the well-being of all our employees. Our employees enjoy many benefits designed to enhance job performance, including medical care and life insurance, provident fund benefits plan, training support, housing loans and an end of service benefit plan. During 2019 and 2020, the total benefits received by our team amounted to K JOD 3,774 and K JOD 3,126, respectively.

Benefits Received by JBC Employees (2015-2020)							
Benefit (K JOD)	2015	2016	2017	2018	2019	2020	Total
Medical	554	582	633	617	680	787	3,853
Life	38	56	58	76	87	90	405
Saving fund Benefit Plan	475	1,365	758	508	538	675	4,319
Training Expenses	255	215	232	181	207	81	1,171
Housing Loan	254	488	457.158	549	611	557	2,916
End of Service Benefit Plan	583	-235	214	2,188	1,651	936	5,337
Total	2,159	2,471	2,352	4,119	3,774	3,126	18,001

To reward our employees for their ethical behavior, dedication and performance, we offer competitive salaries; the average monthly wage is growing from year to year at an average of 6.5%.

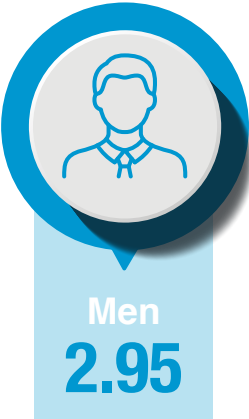
The average monthly salary of our employees is currently **13 times higher** than the minimum monthly wage in Jordan.

88% of our employees are paid four times the current minimum wage in Jordan.

The remaining **12%** of employees are paid more than twice the minimum wage⁴

Jordan Bromine Comapny

Ratio of JBC entry level wage to national minimum wage



7.7 VOLUNTEERING

Since our inception, we do our best to promote and encourage volunteering activities. We give the opportunity to institutions and foundations to present their activities to our team. Employees are encouraged to support foundations either by cash donations, or through volunteering and we are committed to match all donations made in cash. In 2019, 55 employees donated a total of JOD 11,254 to a number of institutions, including King Hussein Cancer Foundation, Al Aman Fund for the future of Orphans, Tkiyet Um Ali and others.

⁴ As per the “Economic Impact Assessment of the Jordan Bromine Company on the Jordanian Economy” commissioned by JBC

**Case study:
Naser Alomari Success Story**



1 - What was your growth path at JBC?

I started as a Shift Supervisor in 2003.
In 2007, I was promoted to Production Supervisor, and worked in area 1.
In 2013, I was appointed as Production Supervisor of area 2 and services.
In 2018, I became a Production Supervisor 2.
And now I am also responsible for planning and packing in addition to area 2 but without services.

2 - How did JBC support your career growth?

The company demonstrated its support by enrolling me in general safety training.
As a result of that, JBC assigned to me additional departments and responsibilities.

3 - How would you summarize in your own words your story at JBC?

I have been in JBC for 18 years.
The company used to have only one working plant, which is the Bromine plant.
Afterward, the TBBPA plant was established, then the Chlorine plant, then the Bromine expansion, and the TBBPA expansion.

It is as if you are watching your little boy growing up little by little, and you are getting attached more, which motivates you to make more effort, so it can grow more and prosper.

4 - How did working at JBC affect your personal life?

Working at JBC helped me to:

- a) Think in terms of public safety, and be able to educate family members and relatives about some acquired skills and information.
- b) Develop skills that are in line with modern science and share them with the surrounding environment.
- c) Be a problem-solver using acquired techniques and a systematic approach such as the RCFA technique (Root Cause Failure Analysis).



Case study: Osama Shaker Success Story

1 - What was your growth path at JBC?

I started my work at JBC as an Operator in the Calcium Bromide unit. After a period of time, I completed the training on the Bromine and HBr units, and accordingly was transferred to work at the Bromine unit. About two years later, I completed further training regarding the control room, which allowed me to become the Control Room Operator at Petra plant. Then I was appointed as a Foreman in area 1 and Petra plant, which is my current job. Now I aspire to become a shift supervisor.

2 - How did JBC support your career growth?

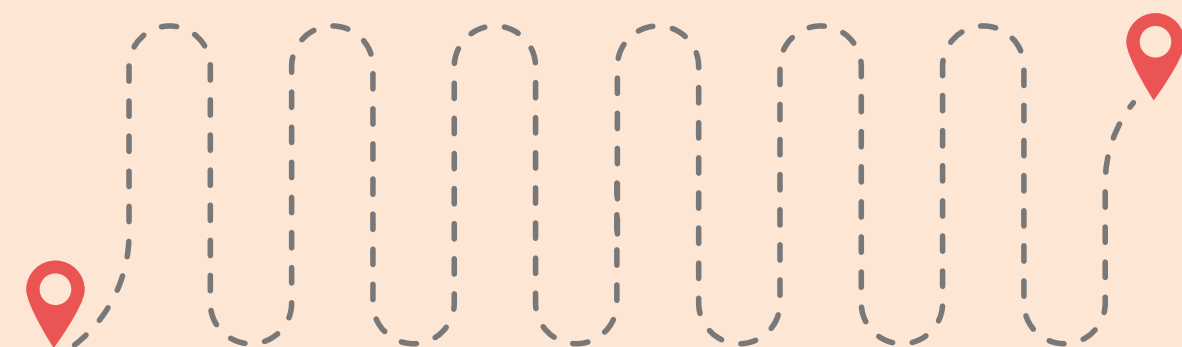
When I held the position of Site Operator, I aspired to complete my university studies, and obtain a chemical engineering degree. As I conveyed this desire to the officials, they showed their support. We cooperated and found a way to manage my time between work and university, until I graduated and obtained a chemical engineering degree.

With regards to career development, the company was aware of all my achievements and have repeatedly supported me in obtaining new positions within JBC.

3 - What were the challenges you are facing at JBC?

It was challenging to complete my university degree without affecting my performance at work and successfully completion of my duties.

Also, I found it challenging to consistently achieve excellence, mastery of my work, and adherence to instructions and laws.



4 - How would you summarize in your own words your story at JBC?

I started my work at JBC as a Site Operator. Out of personal motivation and my desire to learn, it was agreed with the Supervisor to train me in other units.

I completed the training and passed both practical and written tests, accordingly, I was assigned to work as a Site Operator at the Bromine unit. After a period of time, an agreement was made with the Supervisor to undergo control unit training. After passing the training exam in terms of dealing with the control room and when a vacancy appeared, I was selected to become the Control Room Operator. The selection was primarily made based on meritocracy, not only on the experience and the seniority in the company.

In 2017, I was further selected to be a Foreman, and assist the Shift Supervisor in the supervisory tasks, which presents me with the first step in becoming a Shift Supervisor, God willing.

5 - How did working at JBC affect your personal life?

The way of thinking at JBC and increased awareness affected my personal life, in terms of how to deal with safety at home, and how to raise awareness on public safety at home and to the community.

At JBC, there are no limits to learning, and the path is open to anyone who invests in themselves.

8

VALUE
CHAIN



8. VALUE CHAIN

OUR APPROACH

We believe that quality, innovation and efficiency are the pillars of our success, fundamental for our continued growth. Therefore, we are continuously improving our production methods and operations, through new contemporary approaches in manufacturing and management systems. Our responsible product management focuses on environment, health and safety aspects, both across the supply chain and throughout our product life cycle.

8.1 PRODUCT RESPONSIBILITY

As a responsible chemical company, product stewardship forms an integral part of our operations, focusing on the safe and effective management of our products throughout their life cycle: from the extraction of raw material, to research and development, production, distribution, use, waste and recycling, up to the end of their life.

We comply with the Occupational Safety and Health Administration (OSHA) procedures and regulations, which sets and enforces protective workplace safety and health standards and abides by the OSHA Process Safety Management (PSM)⁵.

We apply UN packaging requirements, use Global Harmonized System (GHS) for product labeling and transport products in full compliance with best practices and global standards. We provide all details related to safe handling of our product, including but not limited to providing Material Safety Data Sheets (MSDs) and Br2 Handling Manual, in addition to the strong technical support we offer to customers.



JBC Labs

JBC has its own internal lab facilities for testing with advanced technology and well trained staff. The lab complies with ISO 19000, 14001 and OHSAS 18001 certification requirements and follows best practices in terms of laboratory procedures with strict health and safety procedures. The lab is equipped with the necessary machinery and software to undertake all the lab tests needed by JBC such as Utility tests, Bromine related tests, TetraBrome tests/Organic test and Chlorine tests. To further advance the lab, it was approved to proceed with accrediting the lab or to elevate the lab to become compliant with ISO 17025 requirements, a process that should have started in March 2020. Unfortunately, due to the circumstances related to COVID, this process was postponed to 2021. In 2021, the lab will undergo a gap analysis in line with ISO 17025.

The lab is managed by a team of experts, including a chemist, supervisors and technicians all working around the clock in shifts to maintain the integrity of the lab at all times.

As part of JBC's continued commitment to excellence, and forward planning, to ensure that there are always local resources to hire in such a technical post, JBC is continuing its annual internship program whereby it hires technicians from the local community for one year, training and equipping them for work in laboratories across the country including JBC's lab. This will not only increase the employability of the local community but will also improve the economic well-being of the local community.

⁵For more information on OSHA Process Safety Management (PSM) please visit: <https://www.osha.gov>



Asset Management

As part of the Journey to Excellence in manufacturing, maintenance team has adopted several world class best practices with a mission to safely maintain all JBC assets, run them at their design values ensuring the highest effectiveness levels without failures.

As early as in 2012, a new and progressive structure was adopted, with more emphasis on reliability, including preventive and predictive maintenance, stationary assets inspection with the highest and latest technologies with a proactive mindset.

This approach ensures:

 Higher plant efficiency and cost effectiveness	 Better health, safety, environment and process safety controls
 Overall Equipment Effectiveness and reliability	 Longer asset life

Replacement Asset Value (RAV) is a universal benchmark measure of operating asset performance success and means that the annual cost of maintaining the plant is measured against the value of the plant. World class performance in Replacement Asset Value (RAV) is between 2-3%. This strategy has enabled JBC to reach a RAV of 2.48%. The lower the RAV the more effective the maintenance effort.

Also, the well trained and certified employees contributed to this success and growth. Our team hold renowned international credentials and certifications from reputable organizations like SMRP, ASME, AWS, API, ASNT, which especially for the maintenance department include: Certified Reliability Leader (CRL), Certified Maintenance and Reliability Professional (CMRP), API 510 Pressure Vessel Inspector, API 570 Piping Inspector, ASME Plant Inspector, ASNT – NDT Level II, CWI Certified Welding Inspector.

Case study: JBC Operators

To ensure the safe production of Bromine at JBC, JBC has various systems of checks and balances. All of JBC's operations, plants and towers are monitored 24/7 by a team of operators. Each one handles a production line ensuring that all the operations are smooth and there are no issues with the facilities such as rising temperatures, leakages, or delayed responses.

Operators are technically trained to supervise the facilities and remain vigilant with the authority to immediately stop operations if there is an emergency that requires such measure.



8.2 CIRCULAR ECONOMY

As awareness on local and global sustainability challenges increases, we continue to invest in research and development to achieve optimal use of resources and preserve them for as long as possible. In order to facilitate the transition to a more circular approach, we are introducing new ways to manage waste generated by our operations, focusing on:



The Hydrobromic Acid Clean-up Project

As part of our operations, we use large quantities of raw materials. We strive to develop sustainable methods that will allow us to extend the life expectancy of resources and circular processes to integrate those resources in products and by-products for as long as possible.

In 2019, we successfully recycled and used 60% of HBr waste from the TBBPA plant. The HBr waste was used in the Br2 Plant for Brine acidification. This led to a 30% reduction in hydrochloric acid (HCl) and consequently significant savings for HCl and NaOH neutralization, as well as reduced environmental impact. The hydrobromic acid (HBr) clean-up project was at a cost of JOD 3.2 million. NaOH30% and HCl utilization saved roughly K JOD 482.

Following the success of this project, we are now working on a new project to clean up HBr by-products. Based on our action plan to be implemented in the third quarter of 2021, we can expect an increase of the recycling rate from 60% to 100% all the time. This will result in an annual saving of roughly K JOD 338 from September 2019 to September 2020.



NEBO Project

The scope of NEBO project is to install a continuous system that will convert the clean HBr stream directly to product: NaBr by facilitating its reaction with NaOH. The clean HBr generated by the HBr Clean-up process would react with 50% NaOH to make a dilute NaBr solution and then this can be concentrated. The completion date of this project is in 2023.



8.3 INNOVATION AND TECHNOLOGY

A culture of innovation

At JBC, we encourage a culture of innovation, continuously supported by investments in new technologies. and projects that foster environmentally friendly production process.



Innovation has become one of our cornerstones, with our employees leading this revolution and driving future development.

We have first and foremost invested in a culture of trust, where open communication between management and employees sets the stage for a safe environment and opens a path to try out new ideas. We encourage lean innovation management which includes supporting small scale experiments, incorporating feedback from multiple parties throughout our design and development process. We stimulate open communication between management and employees, effective brainstorming and we approach problem-solving as a framework for collecting strategies and tools that will provide us with inventive solutions for challenging problems.

Key Projects and Innovations

Water and energy management present great opportunities for innovation, as these two resources help us improve our environmental performance, reduce our impacts while achieving higher efficiency and cost savings. As Jordan suffers from scarcity of water resources, water management is critical at a national level, an aspect that increases our responsibility in monitoring the impact of our activities in this regard. Our focus on adopting innovative and best practices has yielded positive results. So far, we have achieved impressive savings in relation to water, energy and emissions.

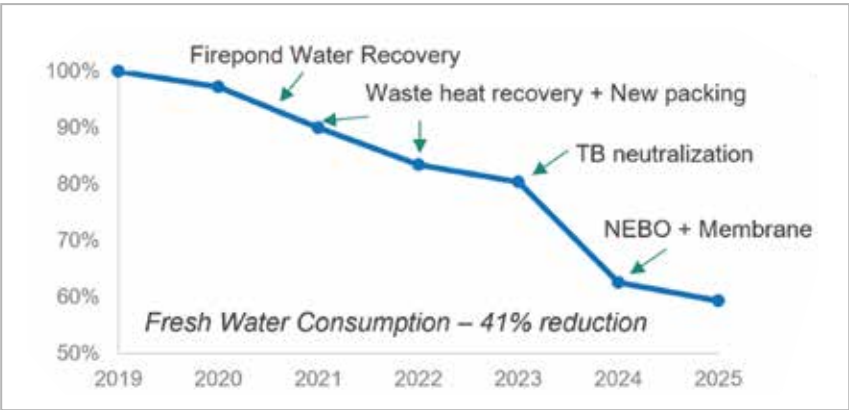
Project	Estimated investement (K JOD)	Expected/Completion Date	Expected savings (K JOD)
C-5023 heat recovery	150	Jan - 2021	163
Economizer - Boiler A	156	Jan - 2021	121
Install VFDs for Safi pumps	27	Apr - 2020	8.5
TBBPA condensate recovery	35	Sep - 2021	50

Project	Energy Savings		GHG Reduction		NOx Reduction		Water Reduction	
	MMBTU/Yr	% Site Reduction	MT	% Site	MT	% Site	m³/yr	% Site
Economizer -- Boiler B	40,000	3.0%	2,200	3.0%	3	3.0%		
Waste Heat Recovery	52,000	5.0%	2,860	5.0%	4	5.0%	20,000	1.6%
Deaerator Pr Reduction	12,000	1.0%	660	1.0%	1	1.0%		
Water reduction projects - Condensate recovery + water reduction in Br2 production							80,000	6.4%



Projects in the Pipeline

We currently have a number of projects in the pipeline and expect to achieve considerable results. In particular, by 2025 we expect to achieve:



8.4 FOCUS ON QUALITY

We are committed to meeting the expectations of strategic partners and customers and providing excellent, high-quality services and products.

JBC ISO 9001 quality management system is continually approved and certified by Lloyd's Register since 2004. It is part of the total Integrated Management System covering Quality, Environment, occupational health, and safety. Our management system is ISO 14001:2015, ISO 45001:2018, ISO 9001:2015 Certified.

Safety and Quality at JBC

The JBC Quality Department monitors the quality of all company’s operations. It also oversees all activities and tasks necessary to maintain high-quality products and the desired level of excellence. The department follows specific systems and policies to ensure that all its operations and practices are in full compliance with quality and safety standards. We target continuous quality improvement, through meticulous planning, maintenance of devices and instruments and the ongoing training of our experts.

We make sure to hire highly qualified engineers, supervisors and technicians, who are carefully selected based on their experience in our industry. In addition, everyone goes through rigorous training to ensure excellent knowledge and robust understanding of our working processes. We monitor and control all processes via a centralized Distributed Control System (DCS). Our state-of-the-art laboratory helps us ensure product quality, process safety and environmental performance, in compliance with our IMS system.



Customer Satisfaction

We monitor our performance through various indicators that help us implement the most suitable solutions. We also measure our customer feedback and customer complaints in regard to the number of shipments. During 2019 and 2020, we had no severe complaints.

8.5 RESPONSIBILITY ACROSS THE SUPPLY CHAIN

We work to regularly improve our logistics and distribution network by investing significant resources in developing safe and efficient processes. We integrate advanced monitoring and control capabilities, while recognizing the importance of reducing negative impacts on the environment and the associated costs. As we operate in more than 30 countries, ensuring efficient delivery is essential to enhancing the experience of our customers and safeguarding our reputation.

Safe transportation of products

Given bromine's dangerous properties, we became the first company in Jordan to obtain global certification for transportation safety in 2005. We deliver our products by sea as per the IMDG (international Maritime for Dangerous Goods Regulations for transportation by sea), by road as per the ADR (European Agreement Concerning the International Carriage of Dangerous Goods by Road), and by air as per IATA (International Air Transport Association) regulation. Although our company fleet does not include trucks, in 2019, we certified all trucks used for our products transportation, according to the European Agreement Concerning the International Carriage of Dangerous Goods by Road (ADR) and provided safety training for drivers (in collaboration with the contractors). We were also able to improve the performance of the logistics companies by close monitoring truck routes through their tracking systems.

Safety and Environmental Commitments Across the Supply Chain

Safety and environmental responsibility extend beyond the boundaries of our company to our entire supply chain. The procurement department maps the possible risks that can occur across our supply chain and takes action to prevent injuries and ensure zero environmental incidents related to our suppliers.



Measures include:

- 1 Ensuring that effective safety and environment mechanisms are in place
- 2 Communicating our Safety and Environment objectives to suppliers and ensuring compliance with their facilities' safety and environmental requirements.
- 3 Ensuring that JBC suppliers do not have a negative impact on safety and environmental issues.
- 4 Ensuring that appropriate provisions for safety and environmental protection are included in contracts and purchase orders.
- 5 Ensuring that waste removal and waste disposal activities and relevant contracts comply with applicable laws and best international practices.
- 6 Continue to improve reduced usage, reduced bulk delivery, and better packaging of hazardous materials and support less hazardous, recycled materials, and environment-friendly supply alternatives and substitutes.

Engagement with Suppliers

We mainly deal directly with Original Equipment Manufacturers (OEM), without relying on any agents, mediators, or third parties. This allows us to undertake long-term commitments with our suppliers and also to proceed with volume allocations based on preferred suppliers. In 2019, we added 137 new suppliers and discontinued our collaboration with 2 of them. No supplier has been terminated based on environmental or social impact criteria.

During the reporting period we proudly developed a process to measure supplier satisfaction. This was implemented through a form communicated by email, which was sent to a number of selected suppliers. As part of the pilot, we contacted 36 vendors and received 31 responses, an astonishing 86% response rate. Our plan is to proceed with online questionnaires in 2021, increase our reach and improve our relationships based on the analysis of the results.

2019				
	Number of Suppliers	Percentage	Total expenditures (MM JOD)	Percentage
National suppliers	1,642*	56.6%	49	44.5%
International suppliers	1,261	43.4%	61	55.5%
Total	2,903	100%	110	100%
*includes NGOs and GOV.				

2020				
	Number of Suppliers	Percentage	Total expenditures (MM JOD)	Percentage
National suppliers	1,682	56.48%	51.3	47.85%
International suppliers	1,296	43.52%	55.9	52.14%
Total	2,978	100%	107.2	100%
*includes NGOs and GOV.				

Although at JBC we do not have an official policy to facilitate procurement from national (Jordanian) suppliers, we have a clear preference for working with national and especially local suppliers.

We work hand in hand with them to build a sustainable supply chain.



Supplier Selection and Evaluation

We recognize the importance of close cooperation and forming strong partnerships with our suppliers. We select our suppliers on performance-based criteria, although our current screening process does not include environmental or social impact. However, we expect our suppliers to adhere to internationally recognized environmental, social, and corporate governance standards and comply with applicable laws.

Supplier evaluation covers the following three basic areas, but is not limited to:



Additional criteria are to be considered as part of the suppliers' evaluation and selection and may include, where relevant:

- Reputation and reliability
- After-sales support
- Good track history and experience
- Technical support and training
- Quality Management System availability (e.g., ISO 9001 certified)
- Completed supplier self-survey of their quality system and capability
- Supplier on-site audit
- Presence in the local market
- Financial stability

Suppliers Performance Assessment

To maintain long-term partnerships, our procurement department annually conducts suppliers' performance assessments. The assessments are based on the results of the completed Supplier Evaluation Forms and follow the above-mentioned criteria:



Payment terms



Delivery time



Non-Conformity Reports (NCR), quality



Communications (after-sale support, fast response in emergencies, cooperation and prompt response to issues related to damaged consignments received)

To improve transparency, simplify procurement practices and reduce costs, JBC implements electronic procurement processes where possible and encourages suppliers to work with JBC electronically. However, JBC recognizes that small and medium companies may not have the capabilities and in 2021 it has set as a goal to provide them with the needed support to ensure that they are not disadvantaged in the procurement process.

Any supplier is permanently removed from the approved supplier list in the event of unethical selling practices, conflict of interests or failure to meet contractual obligations.

Criterion /One year of Transactions	Weight	Remarks
Payment Terms	10	Automated process: The ERP system calculates the score based on Purchase Order (PO) payment terms
Delivery Time	30	Automated process: The ERP system calculates the score based on PO payment and actual delivery from the vendor.
Non-Conformity Reports, Quality	30	Automated process: The ERP system calculates the score based on PO Non-Conformity Reports within a specific time frame
Communication	30	Manual process: User can assess the communication with vendor and give a score
Total	100	



Efficient Warehouse Operations

To ensure more efficient warehousing operations, our focus is directed on multiple areas for improvement. In 2018, we strengthened our efforts towards automation and installed additional machinery to streamline the packaging process. The HBr, CaBr and NaBr packaging operations have increased to be around 70% automated versus the original 30% automation.

In 2019, warehouse function achieved:



Over Time (OT) savings of **44.6%** exceeding targets



Increased storage capacity by **10%** without any investment



Reduced dead stock by **30%**

9

ENVIRONMENT



9. Environment

OUR APPROACH

As a business that relies heavily on natural resources, the protection of the environment is a core pillar of our business and how we operate. We believe that environmental responsibility is a key priority, as it is material not only for our success, but also for the livelihood of our future generations. We are committed to make our products as efficient and environmentally friendly as possible, by going beyond compliance with applicable national and international laws and regulations – where possible we adhere to the highest standards there are. We are constantly monitoring our performance and thus reducing the impact of our operations in all areas.

9.1 BEYOND REGULATORY COMPLIANCE

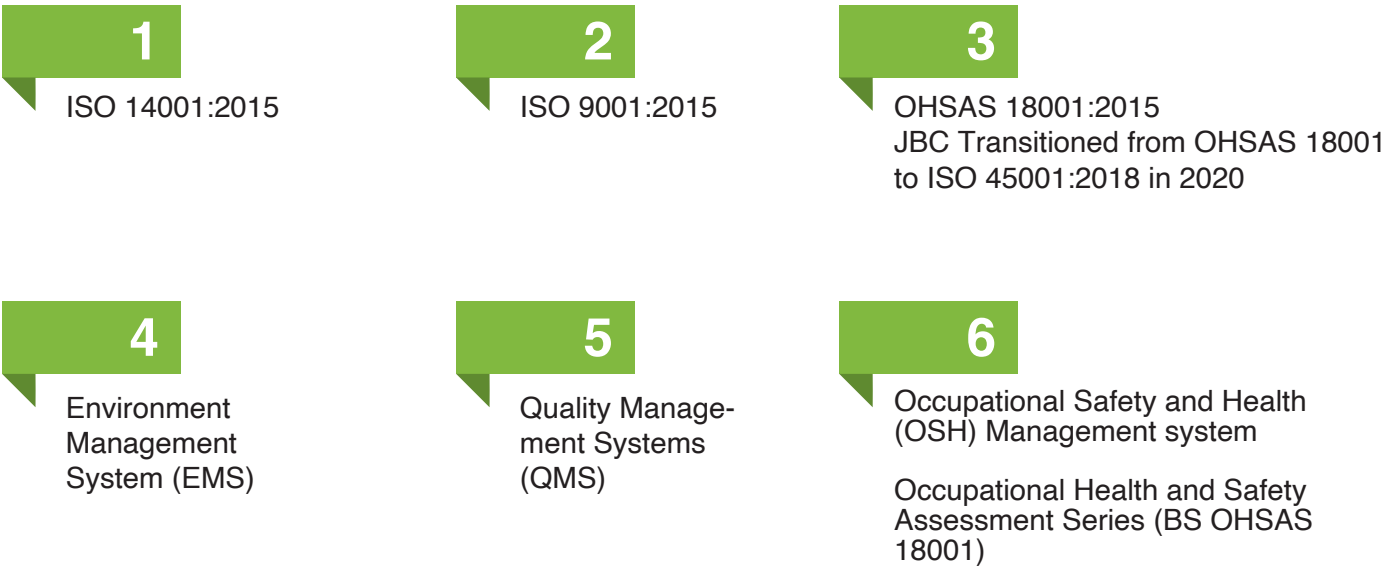
We are aware that our industrial operations exert an impact on the environment, including increase in water demand, air pollution, soil pollution and deterioration of marine environment quality, in addition to handling and transporting hazardous materials. Over the past few years, we have worked towards aligning our environmental efforts with our business performance, enforcing stronger environmental policies and taking actions to implement them.

Our Environmental Management System defines all the policies, procedures and requirements that govern our operations in this regard and provides a structured approach to managing all significant environmental risks and issues. Our environmental monitoring program also includes monitoring of everything from noise and emissions to air and water.

Noise is an important aspect that results from our operation. However, the possibility of noise pollution resulting from our activities is expected to be minimal, provided that noise minimization techniques and procedures are adopted. Noise monitoring is conducted annually in work areas of the plant to ensure we do not exceed recommended limits and where possible identify means to reduce noise pollution.

We continuously work to improve our internal structures. The certification of our IMS covering ISO 9001: 2015, ISO 45001: 2018, ISO14001: 2015 is something we are proud of.

Certifications / management systems



We comply with all national regulations such as Environment Protection Law (No. 52/2006), the Public Health Law (No. 47/2008), the Civil Defense Law (No. 18/1999) and the Labor Law (No. 8/1996). We are also bound by OSHA and NFPA international regulations. As part of our efforts to monitor, improve and control environmental impact related to our activity, we conducted Environmental Impact Assessments for all sites and expansions we commissioned.

9.2 WATER RESOURCES

Water & Wastewater

We understand the importance of water, as it is an extremely valuable resource for us, but more than that, for Jordan. According to the 2019 Aqueduct Water Risk Atlas of the World Resource Institute, our country falls within the “extremely high water risk” category. Within this context, water conservation is a top priority in our environmental protection strategy. With our facility located in a water-stressed and water-depletion region, we know how important it is to handle this highly valuable natural resource with minimum impact and disruptions.

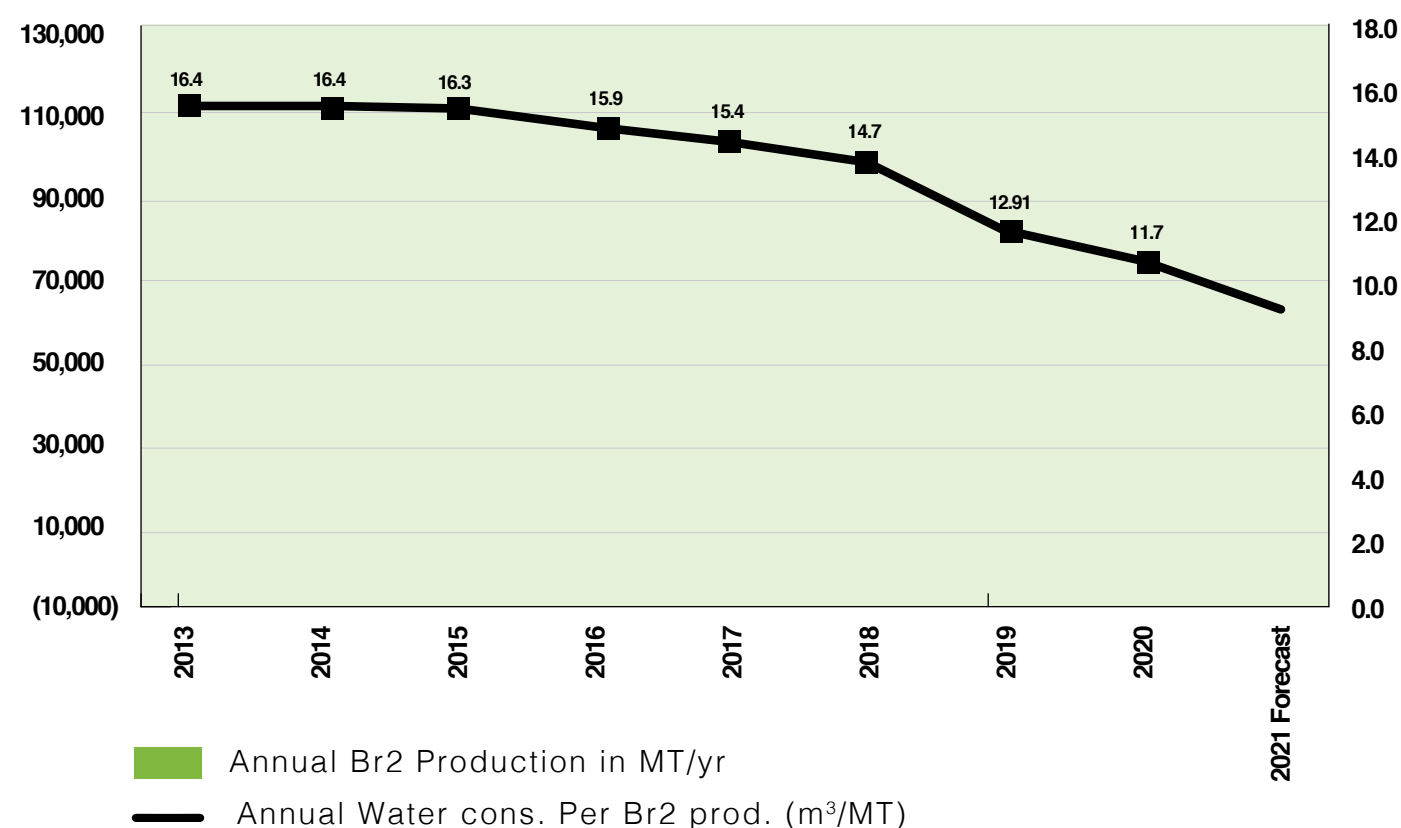


As part of our global commitment to water conservation, we have implemented multifaceted programs to reduce water consumption. We utilize water recycling, and in 2011 implemented a new program which enabled a 15% reduction in freshwater consumption (~ 30 m3 / hr). Our bromine production site in Safi has extensive water management and reduction programs and by applying a process heat integration and by operating at higher concentrations in certain process streams, we managed to reduce freshwater usage at cooling towers by 2.6m3/hr of fresh water.

In 2020, the water reused as part of the wastewater treatment was 77,000m³, and in 2021 it is expected to reach 90,000m³.

Two investments in innovative reclamation of water from waste streams are slated to be started in 2020 and 2021 and they will lead to further reduction of the water footprint. We monitor the domestic wastewater treatment system, potable water system, recycle water pond (fire water pond), ground water, and brine discharge to the Dead Sea to ensure that our actions do not affect the quality of the water in Jordan.

Water Utilization



Site Water Stress Category



Arid & Low Water Use

Site Water Depletion Category



Arid & Low Water Use

Evaporated Water (m³)*

2019

238,537

2020

373,272

Incorporated Water in Product (m³)

2019

94,628

2020

91,773

Production Process

Quantity (m³)

2019

1,514,104

2020

1,378,420

Water Withdrawn

	2019	2020
Water authority, Dams (Tanour & Mujib)	1,454,439	1,357,044
Well water	20,187	-

Other Water Incoming

Water contained in purchased raw materials	39,478	21,376
--	---------------	---------------

Tailbrine to Dead Sea (m³)

2019

1,094,899

2020

888,265

Total Water Intensity:

2019

5 Litres/Kg

2020

5 Litres/Kg

*from water ponds, two cooling towers, fire pond and waste evaporation ponds





Production materials (tons)	2019	2020
Amount of raw materials consumed	182,270	161,834
Volume of brine “feed”	13,854,201	14,124,590

In 2010, when the decision was taken to expand and build another set of plants similar to the existing ones, we set a challenging target: the maximum extra overall water consumption of all plants together should not exceed 10% of the existing plants usage. We focused on minimizing water dumping, on recycling all waste condensation to the steam boilers and changing operating procedures.

9.3 WASTE

As our production processes generate both hazardous and non-hazardous residues, we aim to manage and reduce waste wherever possible. Our waste management program includes procedures for storage, handling and disposal of municipal waste, organic-containing waste, non-hazardous waste, and hazardous waste.

Waste Management

Most industrial processes result in different types of by-products with some of them being suitable to be reintroduced into the production processes.

Our procedures for storing, treating and disposing waste, include:

- 
Sanitary wastewater: a treatment unit that recycles water after being treated, as industrial water for internal use.
- 
Domestic waste: collected by municipality and directed towards landfill.
- 
Hazardous waste: collected in temporary areas inside the factory and then transferred to the main waste yard. The landfill items are sent to Swaqa in Jordan, and the waste for incineration is sent outside Jordan to an approved facility.

Waste Management (tons)				
Waste Disposal	2019		2020	
	Hazardous Waste	Non-Hazardous	Hazardous	Non-Hazardous
Land Disposal	1,415	262.5	1,551	200
Incineration/Fuel Blending*	1,060**	-	1,250**	-
Recycling				
Packaging Materials	1,453	-	594	-
Intensity (Kg/ton of product)	9	1	9.9	0.7

*Incineration at Tredi, France

** 44.6% (45%) of total hazardous waste shipped internationally

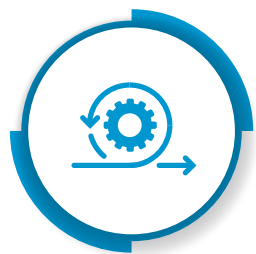
As part of our waste management approach, we focus our efforts to reduce environmental impact by:



Tracking the waste we generate



Checking local and global markets for facilities that reuse or recycle the waste we produce



Implementing measures to reduce the waste generated, especially hazardous waste that is sent to landfill. Following our intervention, the quantities sent to Swaga landfill was reduced from the initial volume of 152 m³, to 52 m³, a total reduction reached about 100 m³.

9.4 ENERGY

Our main energy sources are electricity, fuel oil and natural gas. We recognize the importance of energy management to ensure effective and efficient consumption, while also meeting the current and future needs of our customers. We monitor our energy usage in accordance with the procedures imposed by the standards we abide by and we implement measures to improve our performance, within all our business lines.

In 2011, we made substantial improvements that resulted in energy savings of 3.5% versus 2010, while in 2014, we switched to the use of natural gas. This action reduced impact, as gas is a cleaner and more efficient energy source.

In addition to the fuel we use to power our vehicles, we also purchase energy from suppliers that guarantee that energy comes from renewable sources, such as wind and solar power.

Total fuel consumption from non-renewable fuel sources					
Energy types		2017	2018	2019	2020
Production	Natural Gas (MMBTU)	613,079	897,758	1,100,288	1,059,007
	Residual Fuel Oil (MT)	6,103	567	1,154	336
	Distillate Fuel Oil (liters)	255,917	208,938	308,245	265,118
	Liquefied Petroleum Gas (LPG)	15,830	18,434	15,500	19,423
Transport	Gasoline (liters)	157,895	137,374	192,994	123,371

2019

Energy Intensity

6.0 GJ.tone
of product



2020

Energy Intensity

5.7 GJ.tone
of product



Case study:
Energy Conservation Projects

2019

Install Variable Frequency Drive (VFD) at Motor of Petra Cooling water fan.

VFD is a type of motor controller that drives an electric motor by varying the frequency and voltage of its power supply. The VFD also has the capacity to control ramp-up and ramp-down of the motor during start or stop, respectively.

Power consumption without VFD (kWh):

802,560

Power consumption with VFD (kWh):

572,197

Power saving (kWh):

230,363

Power cost saving:

JOD 20,502 (per annum)

Investment cost:

JOD 22,670



2020

A C-3010 Packing Change led to a further reduction of
10,683 kWh

Energy Consumption (purchased electricity) (kWh)		2019	2020
Renewable Energy	Wind	6,975,774	7,633,356
	Solar	8,933,886	18,042,478
Non-Renewable Energy	Natural gas	97,905,600	75,086,120
	Fuel oil	8,566,740	22,156,560
Total		122,382,000	123,092,000

Energy Saving Innovation

One area of opportunity for research and development in sustainability for the chemical industry has to do with improving energy efficiency and reducing the energy intensity. Well known endeavors towards reduction of energy intensity involve continuous improvements and optimization of existing processes and operating practices, heat recovery and heat integration methods (including co-generation of electric power and steam), selection and use of equipment with enhanced mechanical and electrical efficiencies. Greater investments are being made to capture and use currently wasted natural gas in the form of liquefied natural gas (<https://www.nap.edu/read/11437/chapter/6#56>).

In the production of Bromine, brine is oxidized and then stripped with steam. A deaerator is used to remove oxygen and other dissolved gases from liquids. At JBC, after experimentation, the team lowered the operating pressure of the new deaerator. The cost of the adjustment was zero but this resulted in a saving of K JOD 35. This creativity by JBC team is a reflection of their commitment to the wellbeing of JBC and to JBC's mission.



Other creative ideas from JBC Team included:

- Purchasing new heat exchangers with a better heat transfer coefficient, that helps us recover more energy from brine, before disposal
- Using a new technology in the chlorine plant, to reduce the energy required per metric ton of chlorine produced
- Switching the processes across the entire plant from using NaOH 32% to using NaOH 50%. Switching to a higher concentration solution leads to cost reduction since we now purchase less NaOH, to produce NaBr. In addition, this change contributes to reducing raw material shipments and hence reduced CO2 emissions from trucks that transport these materials.
- Installation of energy saving light sources at the motel
- Installation of energy saving air conditions
- Total Annual Rental of new hybrid cars for employee's transportation

Total energy investments for 2019 reached **JOD 2.2 million**

9.5 EMISSIONS

Climate change is a critical global challenge and an urgent and irreversible threat to the planet. Through our Environmental Monitoring Program, we constantly keep track of our emissions, improve our performance and contribute to the fight against climate change. Monitoring emissions from stacks and other points is done according to a set schedule as part of our program.

Indirect Emissions (Scope 2) (tons of CO2-eq)	2019	2020
Combustion	63,186	58,385
Process	905	1,106
Fugitives	224	239
Indirect Emissions (Scope 2) (tons of CO2-eq)	63,600	63,958
Total	127,915	123,673
CO ₂ Emissions Intensity	0.46 tons CO2-eq/tonne of product	0.45 tons CO2-eq/tonne of product

Air Quality (Tons)	2019	2020
NOx	95	86.3
SOx	92	26.9
CO	2.9	5.1
PM10*	8.5	14.3
VOCs	91.2	91.1
Hazardous Air Pollutants (HAPs)		
Hydrochloric acid	0.97	0.97
Chlorine	1.3	1.37
Phenol	0.05	0.05
Hydrazine	0.03	0.03
Total HAPs	2.3	2.45
*as Total suspended particles. no specific test for PM10 as per Jordanian Law.		

Especially due to three major projects, namely the Economizer -Boiler B, the Waste Heat Recovery and the Deaerator Pr Reduction, we achieved a reduction of 3,522.2 metric tons of CO-2eq. We also expect by 2025 to achieve a further reduction of %14 in our GHG emissions.

9.6 SPILLAGE AND LEAKAGE OF CHEMICALS

Spillage and leakage of chemicals can cause a great environmental impact. The risk of ground water pollution due to spillage or improper disposal of wastewater is very high. Hence, all storage tanks are designed based on international engineering standard codes and placed within properly lined containment areas.

Our procedures include an emergency response plan for handling and cleaning up chemical in case of any accidental spill. Furthermore, we have a Hazmat team that is trained to respond to chemical spills and releases. Our emergency response vehicles are equipped with materials used to stop and contain spills, as well as protective equipment for the employees. Central to our approach is the annual spill response training with the Civil Defense Department offices in Safi and Aqaba.

In 2019 and 2020, we had no spill incidents outside the designated containment areas.



Case Study: JBC Emergency Response Preparedness

JBC has full cooperation with all regulatory authorities such as the Ministry of Environment, and Civil Defense Department (CDD). JBC provided emergency equipment and trained CDD and Aqaba Container Terminal (ACT) personnel on Bromine and Chlorine emergency response procedures. There are refresher trainings, and drills continuously according to preset plans with CDD. As part of the emergency preparedness teams JBC has medical, fire, rescue, and Hazmat teams



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**ABOUT THIS
REPORT**



10. About This Report

The 2019-2020 Sustainability Report is the 1st report of Jordan Bromine Company (JBC).

The Sustainability Report covers the activities and operations of JBC in Jordan. It covers the period from January 2019 to December 2020. Unless otherwise noted, all references to dates are made on a calendar-year basis. In some cases, we present data from previous years, in order to provide insights of our performance and journey to Sustainability.

The report has been prepared in accordance with the GRI Standards: core option. The GRI Standards has assisted us in identifying and prioritising our material issues, as well as disclosing our impacts. Additional international methodologies, initiatives and frameworks have been taken into account, including the Sustainable Development Goals, AA1000, Jordan Vision 2025, to assist us in the identification and prioritisation of material topics.

In our report we have focused on the material issues as identified through our first materiality assessment process that was conducted according to international and sectoral best practices. The purpose of the report is to communicate to our network of internal and external stakeholders the approach of JBC to Sustainability, according to the 4 pillars that we have identified.

1 National Impact

2 Value Chain

3 People

4 Environment

The report focuses on our strategies, approach and achievements and presents how we address risks, manage opportunities and create positive impacts across these pillars. It presents the outcomes of our business decisions and actions, always in line with our strategic priorities, direction, policies, and Corporate Governance framework. The Sustainability Report is an important platform for communication with our stakeholders, as well as an opportunity for continuous improvement.

For the 2019-2020 Report, we have not proceeded to external verification of the Report content. However, we collect information and data in a consistent manner, placing the utmost importance in accuracy and validity, according to our corporate procedures.

Team

A group with representatives from all key Divisions / Departments has been formed to support the development of the Report.



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GRI CONTENT INDEX



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	102-46 Defining report content and topic Boundaries	55-60	
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