Locations of operations shown—31 terminals in 18 countries—are as of 31 December 2018.
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A MESSAGE FROM THE CHAIRMAN

THIRTY YEARS OF EXISTENCE as a business organization: in June of 2018, we at International Container Terminal Services, Inc. (ICTSI) marked this milestone. As that took place, we were doing exactly what we had been busy at when we began: serving our partner-governments under the aegis of port privatization, providing value for our business shareholders, and serving our larger community of stakeholders.

At the same time, we embarked on another journey, launching the ICTSI 2017 Sustainability Report. That maiden issue represented a major step in our ongoing commitment towards formally defining and codifying our priorities, and evaluating our progress in line with:

- **Good Global Citizenship,** the underlying principle that has guided our relationships and actions.
- **Corporate Stewardship,** with the values-driven approach towards our people, customers, corporate resources, and the environment; and,
- **Development Partnerships,** where we empower communities and sectors.

Now, we bring you the ICTSI 2018 Sustainability Report.

This second venture comes at a time when governments across the globe are implementing a regulatory and collaborative regime requiring the private sector to take a more active role in addressing global problems such as climate change, poverty, and corruption in government. Internationally, the private sector—led by publicly-listed companies—has been busy at when we began: serving our partner-beneficiaries grow as our business does. In all these, we adhere to the overarching principle of good governance.

As our initial foray into sustainability reporting showed us, the entire process is exceedingly valuable, generating information and surfacing issues and insights all of them geared towards shaping ICTSI into a stronger, more effective, and more consistent performer beyond reporting, this volume is part of a painstaking process that serves as both compass and ballast. We find meaningful ways to take care of suppliers and encourage them in their own efforts towards a sustainable supply chain. Our Head Office, our ports, and the ICTSI Foundation continue their respective and collaborative initiatives, ensuring that our partner-beneficiaries grow as our business does. In all these, we adhere to the overarching principle of good governance.

Our terminal in Honduras became the only port in Central America to achieve key ISO certifications. Moreover, the Organization of American States conferred the Maritime Award of Americas for 2017 to the port, citing OPC’s environmentally sustainable port operations and green measures. After several rigorous months of process alignments and audits, our Iraq port successfully obtained key ISO certifications: 9001:2015 Quality Management System, 14001:2015 Environmental Management System, and OHSAS 18001:2007 Occupational Health and Safety Management System.

Among many other initiatives in Papua New Guinea, ICTSI’s subsidiary gave an educational grant to Baruni Primary School, which serves children from five communities in the area. On a corporate level, the Institute of Corporate Directors recognized ICTSI for being among the high ranking publicly listed corporations in the Philippines based on the AFEAS Corporate Governance Scorecard. This 2018 edition continues the crucial role played by the first. Beyond compliance, beyond publication, beyond reporting, this volume is part of a painstaking process that serves as both compass and ballast. We gain an accurate evaluation of our sustainability performance, and we become further empowered to recalibrate our plans and actions to address imbalances, while continuously strengthening areas where we have made headway.

We sought to navigate through this second, expanded report with an eye towards a clear course to eventually cover the entire portfolio of terminals, and establish goals and plans of action at a Group-wide level. We know that much work remains to be done to get all ports on board. However, regardless of the ground we still need to cover, this second report already represents a breakthrough effort. It is a significant milestone in our sustainability journey, where with each step, we endeavor to be a stronger, more effective, and more consistent performer. We express our gratitude and appreciation to all stakeholders who help us achieve our goals, and to all those who are committed to sustainable development.

We are extremely gratified at the major developments in our operations and sustainability for 2018. A few immediately come to mind.

- **Our Ecuador port became the first CO2-Neutral Port in South America, and Ecuador’s 1st Eco-Efficient Port.** The Carbon-Neutral certification was conferred by the Ecuador Ministry of Environment and environmental ratings agency, Sambito SA.
- **Our terminal in Honduras became the only port in Central America to achieve key ISO certifications.** Moreover, the Organization of American States conferred the Maritime Award of Americas for 2017 to the port, citing OPC’s environmentally sustainable port operations and green measures.
- **Our terminal in Honduras became the only port in Central America to achieve key ISO certifications.** Moreover, the Organization of American States conferred the Maritime Award of Americas for 2017 to the port, citing OPC’s environmentally sustainable port operations and green measures.

Enrique R. Razon Jr.
Chairman and President

ICTSI SUSTAINABILITY REPORT 2018
More women in port jobs

The Puerto Cortes Terminal in Honduras offers men and women the same global standard of training in port equipment handling.

ICTSI embarks on second year of Sustainability Reporting with expanded coverage of eight key terminals

HISTORIC PUBLIC-PRIVATE-PEOPLE PARTNERSHIPS

The tripartite partnership between ICTSI’s PNG units—Motukea International Terminal Limited and South Pacific International Container Terminal—and the PNG port authorities, and landowner groups, creates jobs and provides the landowner groups an opportunity to have an equity participation in the terminal operating companies.

In 2018, several key terminals within the ICTSI Group undertook major capacity upgrades through infrastructure expansion within the port, quayside and landside.

9.74 MILLION TEUS

More women in port jobs

The Puerto Cortes Terminal in Honduras offers men and women the same global standard of training in port equipment handling.

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9.74 MILLION TEUS
ICTSI acquires, develops, and operates container ports and terminals worldwide. Established in December 1987 in the Philippines, ICTSI has become a leading operator, innovator and pioneer in its field. Soon after consolidating and strengthening our flagship operations at the Manila International Container Terminal, ICTSI launched an international and domestic expansion program, and today operates in many countries across the world, employing more than 7,870 people as of 31 December 2018.

BUSINESS PROFILE

The Company is a privately-held corporation with principal offices at the ICTSI Administration Building, Manila International Container Terminal, South Access Road, Port of Manila, Manila, Philippines. ICTSI has been publicly listed in the Philippine Stock Exchange since March 1992. The Group operates principally in one industry segment which is cargo handling and related services. ICTSI’s core business includes the operation, management, development, and acquisition of common-user container terminals, focusing on facilities with total annual throughput ranging from 50,000 TEUs to 3,000,000 TEUs. The primary mechanism for the operation of these terminals is long-term concession agreements with local port authorities and governments through ICTSI and its subsidiaries.

ICTSI acquires or operates terminals/ports across three geographic regions namely: Asia, the Americas, and Europe-Middle East-Africa (EMEA).

BUSINESS DISTINCTIVE

ICTSI ports serve as the primary transit points between two sectors: shipping (the maritime or waterside part of the supply chain) and freight transport (towards the hinterland, the landside of the supply chain) sector.

In maritime transport, seaports consider as their “hinterland” that region or geographical area in which a container port-terminal plays a significant role.

The role especially refers to the terminal’s support or facilitation of import and export activities upon which depend the region/area’s commercial traders, export processing zones, and other similar hubs.

As an independent business with no shipping or consignee-related interests, ICTSI works and transacts transparently with any stakeholder in the port community.

SERVICES, CUSTOMERS, & SUPPLY CHAIN

ICTSI caters to the following commercial customers and port users: shipping lines; cargo owners/shippers; and land-side/hinterland logistics players such as independent brokers, along with freight forwarders, especially trucking companies and the truck drivers, and government agencies such as the Philippines’ Bureau of Customs, and industry associations (such as trucking associations) with satellite offices or operations within the port premises.

ICTSI’s own supply chain covers a broad range of suppliers. These include suppliers of products and services that are required during the port infrastructure development/renovation process, or continually required throughout ICTSI’s day-to-day port management and operations.

These include, but are not limited to the construction sector: banking/capital markets; legal services; and special services such as audit/consultancy, cargo handling and container yard equipment and vehicle/fleet suppliers; data processing; ICT suppliers (hardware, software/systems, consultancies); banking and insurance (for both human resources and capital assets); power supply and other utilities; and, safety and security, cleaning, and housekeeping.

In 2015, ICTSI opened its premier shared services company, ICTSI Asia Pacific Business Services, Inc. (APBS). APBS was established to deliver business process outsourcing and other related services to the subsidiaries and affiliates of the ICTSI Group in the Asia-Pacific Region, as well as other clients worldwide. APBS operates as a separate support organization to provide cost-efficient services to ICTSI’s business units, while streamlining business processes, implementing best practices, creating operational efficiencies, and delivering superior customer experience.

In the selection and accreditation of suppliers, ICTSI adheres to international standards such as the International Organization for Standardization and the International Maritime Organization, as well as Philippine standards and policies set by the Department of Trade and Industry. ICTSI has been applying environmental standards (i.e., requiring environmental government permits) to suppliers for specific service needs.

Beginning 2019, the Company is set to apply environmental and social screening standards to all suppliers.
ICTSI and its Board of Directors, officers and employees are committed to sound, prudent, and effective overall management, effective risk management, provision of efficient management information systems, providing access to reliable financial and operational information, cost-effective and profitable business operations, and compliance with laws, rules, regulations, and its contractual obligations.

APTROP TO RISK MANAGEMENT IN OPERATIONAL PLANNING

ICTSI and its subsidiaries (ICTSI Group) identify and manage its risks to support the Company’s vision, mission, goals, and objectives as set out in the respective subsidiary’s strategic plans. The ICTSI Group recognises that risks cannot be eliminated, rather, it ensures that existing and emerging risks are identified and managed within acceptable risk tolerances.

ICTSI’s Board of Directors is committed to directing an organization that ensures risk management is an integral part of all activities and a core capability. The executive management of ICTSI fully supports the implementation of the Enterprise Risk Management Policies and Procedures approved by the ICTSI Board of Directors and is responsible for the development of risk management processes and the implementation of risk reduction strategies.


MEMBERSHIPS

AGENTS

Asian Blackwater Associates - C

Asian Blackwater Associates - M

Asian Blackwater Associates - E

Asian Blackwater Associates - C

Asian Blackwater Associates - E

Asian Blackwater Associates - M

Asian Blackwater Associates - C

Asian Blackwater Associates - M

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ABOUT THIS YEAR’S REPORT

ripples of change: expanding the report coverage

The first edition of the ICTSI Sustainability Report was launched in 2017. The Report has been intended as an annual publication, aligned with the publication frequency of financial reporting, corporate governance reporting, as well as Corporate Social Responsibility (CSR) reporting as covered by the ICTSI Foundation Accomplishment Report.

The first edition covered the operations of the ICTSI Group's flagship operation, the Manila International Container Terminal (MICT).

This second edition, the 2018 Sustainability Report, covers the operations of the ICTSI Group for the year beginning 1 January and ending on 31 December 2018. Where necessary to provide historical background or some other context on a specific port, program, or project, other years may be cited. Nevertheless, for this report, the calendar year 2018 remains as the primary and predominant reference point for the reporting of sustainability data.

In terms of geographical scope and data measurement, generation, processing, and presentation, this edition specifically covers eight key operations within the ICTSI Group:

- Manila International Container Terminal (MICT), Manila, Philippines
- Tecon Spuza, S. A. (TSSA), Pernambuco, Brazil
- Contecon Guayaquil S. A. (CGSA), Guayaquil, Ecuador
- Madagascar International Container Terminal Services Ltd. (MICTSL), Toamasina, Madagascar
- Pakistan International Container Terminal, Ltd. (PICT), Karachi, Pakistan
- Baia Gateway Terminal (BGT), Ummin Qar, Iraq
- Contecon Manzanillo SA de C.V. (CMSA), Manzanillo, Mexico
- Operadora Portuaria Centroamerica S.A. de C.V. (OPC), Puerto Cortes, Honduras

By year-end 2018, all eight ports were fully operational, and in varying stages of redevelopment (including but not limited to infrastructure expansion, capabilities upgrading, and systems enhancements).

The decision to expand coverage of the report reflects the broadening commitment of the ICTSI Group towards the vision and goals of sustainability reporting, and the recognition of gains operated to multiple stakeholders as the Company undertakes the exercise. MICT, TSSA, CGSA, MICTSL, PICT, BGT, CMSA, and OPC were deemed to be “key terminals” based on their size or scope of operations, strategic value to the nation and/or region where they operate, and level of performance in key sustainability metrics such as impacts on the environment, on society, and governance.

These major terminals, which enjoy dominant/strong positions in their respective geographic markets, accounted for 69% of the ICTSI Group's throughput and 78% of revenues in 2018.

Framework, standards and materiality

The reporting framework, which began in the first edition, continues in this second publication: the Company reports its impacts on the economic, environmental, and governance spheres, as well as workforce, customers/clients, and communities sectors using the Global Reporting Initiative (GRI) framework.

Prepared in accordance with the GRI Standards: Core Option, this report presents data on the GRI Topic-Specific Standards and Topic-Specific Disclosures as based on the operations of the eight terminals mentioned.

Reporting boundaries—particularly in terms of issues, concerns, and illustrative examples—were established based on the sustainability issues identified as material, and subsequently ranked according to significance.

The materiality identification process involved desktop research of media and peer analysis, and stakeholder interviews and analysis. Subsequent workshops were held to assist internal stakeholders in assessing the materiality of each issue, using a tailored scoring matrix that assessed the issues across two dimensions: ICTSI Impact and Stakeholder Interest.

1. Water management
2. Materials stewardship
3. Human rights
4. Biodiversity
5. Greenhouse gas emissions

Impact to ICTSI

1. Customer satisfaction
2. Economic performance
3. Fair labor practices
4. Safety and well-being
5. Customer data privacy and security
6. Talent acquisition
7. Customer health and safety
8. Government engagement
9. Learning and development
10. Pay and benefits
11. Local hiring practices
12. Community relation and initiatives
13. Climate change

Impact to stakeholders

1. Workforce engagement
2. Compliance
3. Indirect economic impact
4. Tax management
5. Corporate governance
6. Transparency
7. Stakeholder engagement (other)
8. Waste management
9. Sustainable supply chain
10. Ethical conduct
11. Energy efficiency
12. Diversity and inclusion

Materiality heat map

1. Workforce engagement
2. Compliance
3. Indirect economic impact
4. Tax management
5. Corporate governance
6. Transparency
7. Stakeholder engagement (other)
8. Waste management
9. Sustainable supply chain
10. Ethical conduct
11. Energy efficiency
12. Diversity and inclusion
13. Climate change

ICTSI Sustainability Report 2018
Having long held to the principle of sustainability (embodied in ICTSI’s “the value of the long view”), the Company has consistently worked to ensure that its operations and transactions conform to the vision of getting all ICTSI ports on the path to sustainable operations. The Company set baselines as well as targets moving forward.

Given that the ICTSI Group is committed to the eventual coverage of all ports / container terminals in all regional operations (Asia Pacific, the Americas, and the Europe-Middle East-Africa regions), mention is also made of the sustainability policies, standards, systems, practices, or processes that are already in place in operations other than the eight key featured ports are concerned. In cases where a discussion or figure illustrates data pertaining to a port other than the eight key terminals, proper identification is provided.

Conclusion—creating positive impact across operations, across borders, and across generations—ICTSI has successfully maximized opportunities to support the Sustainable Development Goals (SDGs). These range from:

- Partnerships with governments, to privatize port assets while supporting national and regional development goals through trade facilitation. To these ends, ICTSI creates and constantly upgrades major maritime port infrastructure, bringing world-class efficiencies to developing-market ports, and collaborating to support the SDGs by providing access to quality education, training in employable skills, and ensuring opportunities to either develop livable environments or opportunities to either develop livable environments.

- Pioneering—especially in achieving sustainable development through the introduction of port services and technology to better manage aspects of the container flow.

Running parallel to such business initiatives, the ICTSI Head Office, the Subsidiaries, and the ICTSI Foundation, are constantly collaborating to support the SDGs by providing access to quality education, training in employable skills, and sanitation; environmental education, management support, and ecological solid waste management-based livelihood opportunities; and resources for indigenous peoples and other marginalized sectors.

Standing at the juncture of the international container shipping industry and the land-based multimodal freight transport systems, container ports/terminals are part of a complex business ecosystem that, at any given time, may have environmental impacts on air, water, and land resources.

As a key part of the global value chain—with a growing network of ports in the Asia Pacific, the Americas, and the Europe-Middle East-Africa regions—ICTSI is in lockstep with the cargo transport industry in working together to eliminate, minimize, or mitigate such impacts. In this light, ICTSI focuses on operational aspects that are directly within the Company’s control.

From produce to cargo, from cargo to commodity: charting an increasingly greener journey
While ICTSI’s commitment to sustainability reporting was only formalized in 2017, the company has been building a steady course towards higher port performance and enhanced impact management.

We are, on one hand, more systematically reducing negative impacts on the environment and on the quality of life in our ports, and to the extent possible for the company, in the cities or communities that host these ports. On the other hand, we are more aggressively creating or pursuing avenues to bring about positive impacts, such as propagating ecological Solid Waste Management in our premises and port hosts, and broad-based grassroots audiences.

Parallel efforts

Efforts in this regard include corporate efforts to leverage technology towards more efficient and eco-friendly operations, and long-running programs that underlie the rubric of Corporate Social Responsibility (since 2010, under the aegis of the ICTSI Foundation, with individual ICTSI subsidiaries initiating their own projects as well). Internally, employees were actively volunteering for tree planting, clean-up drives, and other environmental initiatives (apart from social development programs and projects) even in the years prior to ICTSI’s membership in the Philippine Business for Social Progress in 1992, and long before the 2015 launch of the ICTSI Employee Volunteerism Program (IEVP).

Group-wide, ICTSI ports have been making major investments towards an increasingly greener equipment and vehicle portfolio. In 2015, MICT became the first Asia Pacific port to order the market’s most fuel-efficient 45-ton reach stacker, which offered emission reduction capacity that meets European Stage 4 and Tier 4- and 4- EPA emission legislations. In 2017, the port booked orders for sixteen (16) hybrid rubber-tired gantries (RTGs), which will all be delivered in 2019. These RTGs offer 60 percent better fuel efficiency, reduced noise levels, and at minimum, 53 percent reduction in carbon emissions.

International environmental management standards certification

For the reporting period, the company continued to take measures to enhance its environmental management, progressively minimizing impacts on land, air, and water. Part of ICTSI’s baseline efforts for this is complying with territory-specific (local, national, regional, and/or federal) regulations that govern operational, environmental, and safety standards. On an international level—across all port operations—another baseline effort is compliance with and receiving certification for ISO Environmental Management Systems.

Eleven terminals within ICTSI Group have maintained relevant Environmental Management System Certification. Moreover, one port, or ICTC in Poland, has maintained its Energy Management System Certification (as certified by Lloyd’s Register LRQA in 2014)—the first one within the ICTSI Group to do so, and representing the first such implementation in Polish container terminals.

In the period in review, no significant incident of non-compliance with environmental laws or regulations was noted. During the same period, no significant spills were reported.

For the long term, the vision remains consistent with what we have stated in our inaugural Sustainability Report released in 2017: The ICTSI Group seeks to secure appropriate certifications for all ports—regardless of location, considering that we operate in both developing and mature economies.

**MICT Hybrid RTGs**

Conventional RTGs contribute approximately 30% of a modern container terminal’s CO2 emissions. With a tolerance the size of MICT, the RTGs alone are responsible for emitting approximately 10,000 tons of CO2 annually, which equates to approximately 8,000 of CO2 per RTG.

A Li-ion hybrid RTG can reduce CO2 emissions by approximately 50%. To put this into perspective a fleet of 200 hybrid RTGs would have the same carbon footprint as 53 conventional RTGs.

In addition to the reduction in CO2 emissions, there is an equivalent reduction in fuel consumption with a hybrid RTG returning between 0.7 and 0.8 L/ton (conventional RTGs approximately 3.520 L/ton).

The new MICT hybrid RTG utilizes a reduced size 225kW variable-speed engine and generator set (approximately 50% output of a conventional RTG engine) and a Li-ion battery module (20 x 406Ah batteries), without sacrificing performance or productivity. The batteries provide power for the RTG auxiliaries such as lighting and air conditioning. Moreover, the batteries, working in tandem with the generator output, provide the “top-up” power required when there is a high-power demand that exceeds the capabilities of the engine alone. Examples of these high-load or high-power-demand scenarios include feeding with a heavy container, or when a combined hoist and trolley operation is required.

The Li-ion batteries controlled by an intelligent battery management system also allow the engine to run at reduced output when low-intensity operations are performed, such as trolley without load or when the RTG is idle between container moves.

The sharing of RTG load requirements between the battery pack and the engine significantly reduces fuel consumption and consequently hurts CO2 emissions.

In addition to the Li-ion hybrid system, this new breed of MICT RTGs have been enhanced further to reduce fuel consumption and consequently CO2 emissions.

- A variable-speed unit, the engine can adjust speed according to the load unlike conventional RTGs engines that run at full speed even when RTG is idle, thus further reducing fuel consumption and emissions.
- The smoother engine and engine house have a positive impact on overall crane weight.

**Puerto Cortes wins OAS maritime Award of the Americas**

Puerto Cortes has been on a steady course of sustainable improvements that align with the United Nations Sustainable Development Goals and the Paris Climate Agreement. The port has won several awards and accolades for its efforts in environmental stewardship.

**Why it matters:** Puerto Cortes is Honduras’ largest port and the main gateway on the Atlantic coast to most of Central America. Currently, the port is the only one in Central America—four regions that can receive the largest container vessels because of its new super-post Panama cranes and berths. With the port plays its role in the regional and continental economic development.


Also in 2018, the Organization of American States conferred the Maritime Award of America for 2017 to the port. OPA was cited for its environmentally sustainable port operations and green measures under its Integrated Management Systems.

**How sustainability works, on ground:** The award recognizes public and private port terminals and maritime companies from (30) OAS member states that promote marine environment protection. Besides its focus on marine protection, Puerto Cortes has other ongoing commitments. These concrete efforts include maintaining equipment, output systems, noise reduction systems in engine compartments, conservation-related training of new staff, and new material harvesting and use of solar panels.

**Planting good seeds:** Puerto Cortes links up with government partners to carry out some of its activities. In 2018, the port, in coordination with the Municipal Department of Environment and the Ministry of Agriculture, took part in tree-planting activities in the Laguna de Apaneca area, the port is part of an ongoing support for the annual commemoration of National Tree Day. Aside from tree planting, the port also provides opportunities for the seeds of eco-awareness in employees and their families. In Puerto Cortes’ past celebration, port employees and their children toured the Museum of Planetaryism, where the natural environment—its systems, issues, and proper care—was highlighted.
For the period in review, this report continues its focus on areas that were covered in the 2017 edition: energy and waste.

**ENERGY & WASTE**

**METRICS THAT MATTER**

**ENERGY**

**CONSUMPTION AND INTENSITY, AND RELATED EMISSIONS**

Several activities revolving around container boxes take place 24/7 at any ICTSI container port or terminal, anywhere in the regions where it operates. For imported cargo, there is the discharge or unloading of boxes from berthed international cargo ships; transfer to the container yard; stacking; retrieval from the yard; loading and securing onto trucks (for transport to various area). On the other hand, similar activities happen almost as nonstop in terms of handling cargoes for export.

In all these, quayside and yard equipment and vehicles play indispensable roles; operationally, the port’s energy consumption is mainly in the form of electricity and various types of fuel.

ICTSI has always sought to optimize operations, and continuously improve efficiencies across all aspects of operations. To ensure more sustainable operations, ICTSI also has plans towards energy optimization.

ICTSI has increasingly turned to next-generation technologies—deployed in the best-in-class cargo handling equipment and vehicles—to balance the need for efficiencies that deliver cost savings on one hand, and for reduced resource use (e.g., energy use) as well as reduced environmental impact (e.g., emissions, sound, and other factors).

**GOOD TO KNOW**

**YANTAI, CHINA.** Yantai International Container Terminals commissioned its first solar-powered generator unit for the maintenance workshop, supporting corporate sustainability and China’s push to conserve energy and reduce emissions.

**ZAMBALES, PHILIPPINES.** Three Engineering personnel of Subic Bay International Terminal Corp. (SBITC) designed and fabricated a mobile oil rack as a replacement tool for 3T forklifts for changing the oil of gantry crane gear boxes. Using the rack—which itself was made from scrap materials like flat bars, used drum, and GI pipes and sheets, among others—SBITC saves around 53.6 liters of diesel fuel for every two-day oil change period.

**TOTAL ENERGY CONSUMPTION**

**1.69 MILLION GJ**

**TOTAL ELECTRICITY CONSUMPTION**

**0.45 GJ**

**TOTAL FUEL CONSUMPTION**

**1.24 GJ**

**DEISEL**

**1.22 GI**

**GASOLINE**

**0.01 GI**

**LPG**

**0.01 GI**

**126 MJ/TOTAL MOVES**

**ENERGY INTENSITY RATIO**

Notes on fuel and electricity consumption:

1. On standards, methodologies, assumptions, and calculation tools used, the figure on electricity consumption is the aggregate of the electricity used for the year which were measured/billed by the respective utility companies. On the other hand, fuel consumption figures were monitored by the Engineering Department.

2. Source of the conversion factors used: http://www.onlineconversion.com/energy.htm

GJ - GigaJoules
MJ - MegaJoules
DIRECT AND INDIRECT (SCOPE 1) GHG EMISSIONS

DIRECT (SCOPE 1) GHG EMISSIONS (IN METRIC TONS OF CO2 EQUIVALENT)

- Total Scope 1 GHG Emissions = 85,525 MT of CO2 Equivalent
- Diesel = 84,361 MT of CO2 Equivalent
- LPG = 341 MT of CO2 Equivalent
- Petrol = 823 MT of CO2 Equivalent

INDIRECT (SCOPE 2) GHG EMISSIONS (IN METRIC TONS OF CO2 EQUIVALENT)

- Total Scope 2 GHG Emissions = 55,737 MT of CO2 Equivalent

Notes on direct (Scope 1) GHG emissions:
1. No data available for specific breakdown of gases (by type) included in the calculation (i.e., whether CO2, CH4, N2O, HFCs, PFCs, SF6, N2, etc).
2. Base year for the calculation is 2018.
3. Base year for the calculation is 2018.
4. The corresponding emission factor for each type of fuel was used as the conversion factor.
5. Emission factor conversion for oil and gas was defined as the ratio of actual yard moves for the eight identified terminals.

Notes on indirect (Scope 2) GHG emissions:
1. No data available for specific breakdown of gases (by type) included in the calculation (i.e., whether CO2, CH4, N2O, HFCs, PFCs, SF6, N2, etc).
2. Base year for the calculation is 2018.
3. The corresponding emission factor for each type of fuel was used as the conversion factor.
4. Emission factor conversion for oil and gas was defined as the ratio of actual yard moves for the eight identified terminals.

Note on GHG emissions intensity ratio:
1. The organization-specific metric (the denominator) chosen to calculate the ratio was based on total moves (which includes the actual yard moves for the eight key terminals).
Managing the balance between efficient disposal methods and reducing, if not eliminating, ecological impacts over the years, ICTSI has been intensifying efforts to harmonize these targets. Across the business units (that is, the Head Office and the subsidiaries worldwide), the ICTSI Management has been increasingly exploring and adopting reuse, recycling, and recovery measures.

Hazardous waste are generally sold off or disposed by licensed and certified disposal companies contracted by the Group, while Used Lead Acid Batteries (ULAB) are recycled. Solid waste are either recycled or disposed by the waste disposal contractor.

<table>
<thead>
<tr>
<th>WASTE</th>
<th>HAZARDOUS WASTE</th>
<th>NON-HAZARDOUS WASTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>OILY WASTE</td>
<td>582 T</td>
<td>4,010 T</td>
</tr>
<tr>
<td>BUSTED FLUORESCENT LAMP</td>
<td>561 T</td>
<td></td>
</tr>
<tr>
<td>CLINICAL WASTE</td>
<td>124 T</td>
<td></td>
</tr>
<tr>
<td>OTHERS</td>
<td>251 T</td>
<td>303 T</td>
</tr>
<tr>
<td>TOTAL HAZARDOUS WASTE (TONS)</td>
<td>1,518</td>
<td>4,313</td>
</tr>
<tr>
<td>TOTAL NON-HAZARDOUS WASTE (TONS)</td>
<td>4,010</td>
<td></td>
</tr>
</tbody>
</table>

Note: disposal methods were determined based on organizational defaults of the waste disposal contractor.

**GOOD TO KNOW**

Ecological solid waste management (ESWM) is being promoted through a variety of enterprise-level and grassroots approaches.

**MANILA, PHILIPPINES.** ICTSI flagship Manila International Container Terminal (MICT) marked 2018 with several ESWM initiatives.

1. The ICTSI Waste Management Group, in partnership with the Department of Environment and Natural Resources (DENR), conducted a waste analysis and characterization study to determine the daily amount of waste MICT generates, and the waste decomposition. Data from the study will be used in designing an ESWM system and monitoring framework.

2. As a Million Peso Donor Awardee of the innovative Balik-Baterya Program, MICT has successfully done materials recovery, returning used lead acid batteries (ULAB) to car battery firm Motolite for recycling. The program’s incentive scheme allows MICT to redeem ULAB points for funds that can be used for CSR undertakings.

3. MICT’s Human Resource Department moved to ban the terminal’s use of packaging materials made of extruded polystyrene (or XPS, commonly known in the Philippines by its brand name Styrofoam), as well as single-use plastic.

**ZAMBALES, PHILIPPINES.** ICTSI worked with the University of Colima, Contecon Manzanillo employees and their families did a coastal cleanup and installed trash bins. Post-cleanup, a knowledge-sharing session helped the community understand the effects of improper waste disposal. Ocean Conservancy monitored and analyzed the waste, 30 containers of which were turned over to the local government for recycling. Contecon Manzanillo also linked arms with the local community and joined the “I Plant My Future” tree planting program led by the National Forestry Commission. With the activity, 2,500 tree species were planted in a three-hectare area.
A steady hand at the helm of a global enterprise

Leveraging corporate size and influence for the greater, long-term good is one perspective of sustainability. The effective management of environmental, social, and other impacts partly rests on the larger framework of good governance within the organization.

For ICTSI, the processes of building the culture of good governance and fostering compliance were started 30 years ago.

By the time the Company marked three decades of growth, key components of the governance framework were already well in place: the adoption of the ICTSI Manual on Corporate Governance (first accomplished in 2003, and revised in 2017); submission of the Annual Corporate Governance Report; adoption of the ICTSI Code of Business Conduct; formulation of the Anti-Bribery Compliance and Conflict of Interest Policies and Procedures; and, communication and training, among others.

In 2018, the Company expanded the scope of its impact management, as it adopted new Supply Chain measures aligned with sustainability objectives. This included the screening of new suppliers, using environmental criteria; measurement of spending on local suppliers (where local would refer to the specific area or region per operation, e.g., Philippine-based suppliers for the MICT); and assessing suppliers’ environmental impacts.

A comprehensive coverage of the major areas of ICTSI’s good corporate governance (commitments, initiatives, the Board of Directors, and other matters) is provided in the ICTSI 2018 Corporate Governance Report*.

ICTSI adopted its Manual on Corporate Governance in 2003. Its latest Revised Manual on Corporate Governance was submitted to the Philippine government (as represented by the Securities and Exchange Commission or SEC) in 2017. The Manual serves as the framework of rules, systems and processes that governs the performance of the Board of Directors and Management. Moreover, it outlines the Directors’ and Management’s duties and responsibilities to stakeholders. The Company also published its maiden Corporate Governance Report as a component of the ICTSI Annual Report in 2013 (launched on the Company’s 25th year). With a vacancy occurring in the Board near close of the year 2018, the Company took steps to adopt the recommendations in the SEC Code of Corporate Governance for Publicly-Listed Companies and the ASEAN Corporate Governance Scorecard (ACGS). In line with this effort, the Board initiated the selection for the Company’s third Independent Director as well as the reorganization of the chairmanships and memberships in the Board Committees.

Among the eight key terminals covered in this year’s report, 12 members of senior management have been hired from the local community. As previously explained in the About This Year’s Report section, these major terminals enjoy dominant or strong positions in their respective geographic markets, accounted for 69% of the ICTSI Group’s throughput and 78% of revenues in 2018.

ICTSI has an expanding global spread yet maintains an uncompromising stand on shared core values and principles, particularly the highest ethical standards of honesty and integrity. This adherence guides the Company as it abides by the laws of each country we operate in. The Code of Business Conduct (“the Code”) serves as a statement of our beliefs, values and commitment.

As a port/terminal operator, ICTSI complies with specific laws, issuances, and regulations set forth by port authorities, customs agencies, trade offices, and local government units, among others. ICTSI also faithfully observes the provisions of existing Collective Bargaining Agreements, and relevant labor and social legislation.

The Company implements a Conflict of Interest Policy to guide all ICTSI personnel to conduct business in a manner that ensures no undue personal or financial interests influence business judgment and decision-making within the Company. This Policy has been rolled out anew in 2018 to ensure strict and updated compliance. All personnel of the ICTSI Group are reminded to fill out a Conflict of Interest Disclosure Form and, for those newly appointed, an Undertaking prior to their assumption of roles. Disclosures provide transparency to actual, potential, or perceived Conflict of Interest risks to the ICTSI Group.

In the selection of suppliers, ICTSI ensures that suppliers are selected based on their ability to meet contract requirements, including quality system and any specific quality assurance requirements. In its flagship operations for Manila International Container Terminal, the procedure in supplier accreditation is strictly observed:

- Initial interview of potential suppliers;
- Submission of the required accreditation documents;
- Pre-visit activities which include:
  - Checking the correctness and completeness of the required documents;
  - Interviewing/seeking feedback from other customers of the supplier; and
  - Reviewing financial statements submitted by the supplier;
- Conduct of plant visit, if applicable;
- Preparation of final report; and
- Issuance of certificate of accreditation and updating of directory.

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  - Interviewing/seeking feedback from other customers of the supplier; and
  - Reviewing financial statements submitted by the supplier;
- Conduct of plant visit, if applicable;
- Preparation of final report; and
- Issuance of certificate of accreditation and updating of directory.

As a major player in the ports sector, ICTSI has a complex network of forward and backward linkages. As a key player in the global value chain, ICTSI has adopted, starting 2018, the GRI Standard for measuring and reporting on supply chain impacts—specifically beginning with the Company’s supplier screening and assessments.
With 31 terminals in 18 countries (as of yearend 2018), ICTSI recognizes the value of supporting trade, not only at the macro level (international import-export relations), but also at the micro level which involves sourcing locally whenever possible.

ICTSI has been requiring environmental standards (i.e., environmental government permits) from suppliers for specific service requirements. Social and environmental screenings were applied to new suppliers in 2018. By 2019, these screening procedures will be applied to all suppliers. Part of the vision for the screening is the prevention and mitigation of possible negative environmental impacts along the organization’s own supply chain.

Apart from the strategic supplier screening based on environmental criteria—with an eye towards greening ICTSI’s backward linkages—the Company also looked into the social impacts of suppliers.

In total, 105 suppliers were assessed for environmental impacts and 22 suppliers were assessed for social impacts, with 10 suppliers identified as having significant actual and potential negative environmental impacts. The Company is still assessing actions to be taken in the future for those suppliers that were found to have a significant actual and potential negative impact.

Moreover, in 2018, MICT began implementing the e-Sourcing System as a medium to send requests for quotations and for suppliers to submit their quotations accordingly. This means that suppliers shall send quotes through this system instead of via e-mail, fax, hard copy, phone call, etc. This provides a more systematic process of submitting quotations for a single requirement and promotes transparency and fairness amongst vendors.

There were no risks for incidents of child labor on operations and suppliers made for 2018.

The Company pursues a continuing program of periodic Governance-related training sessions, particularly for ICTSI Directors and Key Officers, led by ICTSI Chairman and President Enrique K. Razon, Jr.

Each ICTSI Director and Key Officer undergoes a minimum of four hours of trainings, programs, seminars, and roundtable discussions on Corporate Governance with service providers or private/government institutions accredited by the SEC. This helps ensure that the Company complies with relevant best practices in good corporate governance.

Across all levels of the organization, there are also communication and training efforts pertaining to anti-corruption policies and procedures.

Apart from the members of ICTSI’s Governance Body, employees, and business partners in the operations/regions stated above, the Company’s anti-corruption policies and procedures have also been communicated to suppliers and service providers.

In 2018, Directors and Key Officers participated in the Advanced Corporate Governance Training Program conducted by the Institute of Corporate Directors.

The communication and training of employees on anti-corruption policies and procedures is an on-going program.

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin – Rank and File</td>
<td>99%</td>
</tr>
<tr>
<td>Admin – Management</td>
<td>87%</td>
</tr>
<tr>
<td>Operators – Rank and File</td>
<td>73%</td>
</tr>
<tr>
<td>Operators – Management</td>
<td>78%</td>
</tr>
</tbody>
</table>

Percentage of employees that the organization’s anti-corruption policies and procedures have been communicated to within the review period:

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin – Rank and File</td>
<td>64%</td>
</tr>
<tr>
<td>Admin – Management</td>
<td>35%</td>
</tr>
<tr>
<td>Operators – Rank and File</td>
<td>48%</td>
</tr>
<tr>
<td>Operators – Management</td>
<td>11%</td>
</tr>
</tbody>
</table>

Percentage of employees that have received training on anti-corruption policies and procedures within the review period:

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>PERCENTAGE</th>
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</tr>
<tr>
<td>Operators – Management</td>
<td>11%</td>
</tr>
</tbody>
</table>

Regular departmental/team meetings ensure that the Company’s anti-corruption/conflict of interest policies are communicated down to rank-and-file/supervisory positions.

 Philippine Central Planning Director Jay Valdez engages operations staff in Manila flagship.
In 2018, ICTSI was adjudged the Best Investor Relations Company for the Philippines by Corporate Governance Asia during the 8th Asian Excellence Award in Hong Kong. The win was anchored on the Company’s implementation of a robust and comprehensive investor relations platform; moreover, the award highlights ICTSI’s adoption and implementation of Environmental, Social, and Corporate Governance practices to make better management decisions, enhance transparency, and address various business-related risks. Corporate Governance Asia also named Rafael D. Consing Jr., ICTSI Chief Financial Officer, as Asia’s Best CFO (Investor Relations), and Arthur R. Tabuena, ICTSI Treasury Director and Investor Relations Head, as the Best Investor Relations Professional in the Philippines.

Also, in August 2018, the Institute of Corporate Directors recognized the Company for being among the high-ranking publicly-listed corporations in the Philippines based on the ASEAN Corporate Governance Scorecard (ACGS) results for 2017. Lauded with such recognition for three consecutive years, the Company maintains commendable compliance with the best practices in the following areas: Board responsibilities, disclosure and transparency; rights of shareholders; equitable treatment of shareholders; and role of stakeholders.
Supporting sustainable development through trade infrastructure

The Company remains committed to the creation of shareholder value over the long term. The continual pursuit of port efficiencies and of sustained profitability ensure this. ICTSI remains ready to explore opportunities for effective partnerships with governments privatizing port assets, with an eye to maximizing economic dividends from international containerized trade.

We continue to uphold the principles of fair market competition, such as participation in open and transparent international port tenders. Our portfolio of container terminals includes major infrastructure projects that are either partly funded, overseen, or assessed by independent third parties such as international funding institutions. (Our port concession in Madagascar is a prime example, with the International Finance Corporation having served as exclusive adviser to the national government in the preparatory stage, as well as in ensuring a highly transparent bidding process.)

We do all these, even as we continue to serve the broader base of stakeholders as well: actively maintaining development partnerships with grassroots peoples’ groups, non-government organizations, corporate foundations, and the donor community for social programs as well as disaster relief and resiliency advocacies.
ECONOMIC CONTRIBUTIONS

Closing 2018 with a portfolio of 31 terminals, 18 countries, and three regional operations (in six continents), ICTSI marked its 30th year as a developer, manager, and operator of ports and terminals. For the year in review, the Company posted an increase over its 2017 economic performance.

BUSINESS PERFORMANCE IN CONTAINER THROUGHPUT

9.74 MILLION TEUS

ECONOMIC PERFORMANCE (IN MILLION USD)

| DIRECT ECONOMIC VALUE GENERATED | 1,385.8 |
| ECONOMIC VALUE DISTRIBUTED |  |  
| Operating Cost | 519.1 |  
| Employee Wages and Benefits | 182.4 |  
| Payment to Providers of Capital | 257.5 |  
| Payment to Governments | 365.8 |  
| Community Investment | 3.4 |

| ECONOMIC VALUE RETAINED | 91.1 |

RAMPING UP

ASIA PACIFIC

PHILIPPINES: NORTH LUZON

2018, and actual opening and completion were near ports. (Main works were completed in 2019.)

In addition to the dredging works BICT invested in increasing capacity in this key terminal in the South American Pacific, and Ecuador’s largest.

PHILIPPINES: MANILA

The Philippine Ports Authority (PPA) approved capacity improvement projects at the MCT, starting with the construction of Berths 7 and 8, and eventually including yard space expansion. Complementing these capacity ramp-ups are the scheduled 2019 commissioning of 16 new rubber-tired gantries (RTGs) and the upcoming two new super-post-Panamax quay cranes.

THE AMERICAS

ARGENTINA: ICTSI Chairman and President Enrique K. Razon, Jr. met with Argentina’s President Mauricio Macri. Mr. Razon reiterated the Company’s commitment to further modernize and expand Argentina’s Puerto Belgrano terminal, with capability enhancements already in the pipeline.

EUROPE-MIDDLE EAST-AFRICA

IRELAND: ICTSI is expanding its operations in their Quay, the projects include the construction of two new berths. Upon completion, the expansion will elevate the Port of Antwerp into a major port capable of efficiently handling up to 9,000 TEU capacity berths, and enable BICT to facilitate direct calls by vessels in major trade lanes, lowering feeder costs for shipping lines/cargo owners.

GEORGIA: BICT, in cooperation with the Batumi Sea Port, completed dredging works in 2018. This enabled BICT to serve larger container ships with drafts of up to 11 meters, considerably increasing the transport significance of both the container terminal and the entire Batumi Sea Port in the Black Sea area, and the freight transit corridor of Europe and Asia in general.

In addition to the dredging works BICT invested in expanding the yard and new Terminal Gates, doubling its capacity to 200,000 TEUs. Together with dredging investments were made in CRS facilities to increase the service scope and operate with nearby ports. Main works were completed in 2018, and actual opening and completion were set for 2019.

HONDURAS: BUILDING CAPABILITIES FOR TRADE GROWTH IN CENTRAL AMERICA

OPC inaugurated a USD5 million Logistics Operations Center to provide on-deck value-added services. These include container stripping, stuffing, cross-docking, full logistics area, cargo inventory management, storage, and two new cold rooms for fresh cargo. The facility also features a new covered warehouse that increases capabilities for Authorities’ inspections and other key logistics operations within the port, including 25 warehousing spaces fully monitored by a 24/7 CCTV system. The Center also hosts dedicated spaces for regional authorities, including those from Guatemala, El Salvador, Nicaragua, Honduras, and USA customs (U.S.CBP). OPC also started operations of a new berth, the Pier 6 facility, with 14 meters depth and potential for future 15.5 meters depth.

OPC is currently the only port in the North of Central America (CA-4) that can receive the largest container ships due to two new super-post-Panamanian cranes (23 tons) and the 14-meter deep bay. The cranes increased the berth capacity of the terminal by 50% versus the previous scenario. These capability-building efforts are in line with the vision of OPC’s increasingly important role in the Atlantic for all CA-4 countries, as the leader in the Central American isthmus, being able to attend up to 40% additional local/regional cargo.

GUAYAQUIL PORT INAUGURATES EXPANSION AREA, POSTS TEU RECORD; EC PRESIDENT MORENO CIT ES ECONOMIC CONTRIBUTIONS

WHAT IT’S ALL ABOUT: Early in 2018, CGSA inaugurated its new greenfield terminal development—an expanded logistics support area. Gracing the occasion was Ecuadorian President Lenin Moreno, who cited the Company’s substantial investments in increasing capacity in this key terminal in the South American Pacific, and Ecuador’s largest.

HOW IT HELPS ECUADOR: CGSA series Ecuador’s top exports—bananas—with extensive reef facilities; can handle 1.5 million TEUs annually, and is the country’s only port capable of serving two mega vessels at once. In 2018, CGSA posted a record volume handled on a single vessel call (a total of 8,726 TEUs, from the MT Hamburg, in August).

ADDED BENEFITS FROM THE EXPANSION: The new logistics support area is designed to handle over 6,000 containers, aimed at supporting the economic, industrial, and commercial growth of the Latin American country.

GOOD TO KNOW

PHILIPPINES: NORTH LUZON

SBITC part- nered with specialized logistics leader Royal Cargo to provide seamless movement of goods to and from North and Central Luzon (NCL). The collaboration includes increasing cold-storage options for enterprises. SBITC hosts Region 3’s first and only on-dock warehouse that can connect to NCL’s largest cold-chain facility (operated by Royal Cargo).
TRADE INFRASTRUCTURE REFORM

MATADI GATEWAY TERMINAL: A VITAL PLANK IN DRC'S TRADE INFRASTRUCTURE REFORM

ICTSI’s individual terminals have been cited by the Company’s partner-governments for facilitating trade and helping drive economic development in their respective nations and regions. These contributions to logistics have also been recognized by international organizations and trade bodies.

In the 2018 AASEAN Business Awards, the ASEAN Business Advisory Council conferred on ICTSI the Priority Integration Sector Excellence Award for Logistics. The award cites the Company’s outstanding performance and impact towards greater logistics integration and connectivity, and its contributions to the region’s overall economic growth and prosperity.

Meanwhile, at the Seatrade Maritime Awards (for import-export processes), the country’s ranking in the World Bank’s Doing Business report climbed from 160th in 2013 to 80th in 2019.

ICTSI’s terminals are allowed to avail of existing government assistance and tax incentives (as applicable to each subsidiary). Details are provided in page 87 of ICTSI’s 2018 Audited Financial Statements.

WHAT IT'S ALL ABOUT

ICTSI’s YICTL in Shandong, (now 4th largest in the world), and the World Bank’s Doing Business report ranked ICTSI #2 in 2018.

TRADE FACILITATION, INFRASTRUCTURE UPGRADES, AND ENHANCED PORT PRODUCTIVITY

The $100 million terminal is unprecedented in construction scale for DRC, and represents a vital plank in the DRC government’s larger vision in trade infrastructure reform. Overcoming challenges of a remote location, limited materials, and hard rocky soil conditions, among others, the Matadi port project was delivered in 2016: below budget, and with operations starting four months ahead of schedule.

ON THE HORIZON: ACCELERATING GAINS FROM ON THE HORIZON: ACCELERATING GAINS FROM INFRASTRUCTURE IMPROVEMENT OF ITS SCALE WHICH HAS INFRASTRUCTURE IMPROVEMENT OF ITS SCALE WHICH HAS IMPROVED THE COUNTRY'S RANKING IN THE WORLD BANK IMPROVED THE COUNTRY'S RANKING IN THE WORLD BANK LOGISTICS PERFORMANCE INDEX (LPI). WITHIN LPI, GAINS FROM THE UPGRADES AND EXPANSIONS HAVE ACCRUED SPECIFICALLY, CONTAINER CLEARANCE FROM THE TERMINAL IS THE MOST EFFICIENT IN THE DRC, AVERAGING AT APPARATELY SEVEN DAYS. THE TERMINAL'S ANNUAL CAPACITY HAS DOUBLED FROM 175,000 TEUs TO 350,000 TEUs.

With support from the government, ICTSI plans to undertake strategic dredging in the Congo River up to a draft of 12.5 meters, which would allow the passage of Panamax vessels. In the meantime, ICTSI is working with relevant authorities to enhance the rail link between Matadi and Kinshasa.

For the second time, BGT won the “Contribution to the Development of the Regional Maritime Cluster Award” at the SeaTrade Maritime Awards in Dubai in appreciation to strengthening the links between the territories of the DRC and Indian Subcontinent regions.

Context for the case study

The Middle East, Indian Subcontinent and Africa

In 2018, BGT in Iraq won the Contribution to the Development of the Regional Maritime Cluster Award. BGT was commended for its contribution to strengthening the links between the maritime sectors of Iraq and the Middle East.

On the horizon: Accelerating gains from infrastructure improvement of its scale which has improved the country’s ranking in the World Bank Logistics Performance Index (LPI). Within LPI, gains from the upgrades and expansions have accrued specifically, container clearance from the terminal is the most efficient in the DRC, averaging at approximately seven days. The terminal’s annual capacity has doubled from 175,000 TEUs to 350,000 TEUs.

With support from the government, ICTSI plans to undertake strategic dredging in the Congo River up to a draft of 12.5 meters, which would allow the passage of Panamax vessels. In the meantime, ICTSI is working with relevant authorities to enhance the rail link between Matadi and Kinshasa.

For the second time, BGT won the “Contribution to the Development of the Regional Maritime Cluster Award” at the SeaTrade Maritime Awards in Dubai in appreciation to strengthening the links between the territories of the DRC and Indian Subcontinent regions.
While it is readily apparent that the Company continues to make substantial investments in port capacity and day-to-day operational performance, with emphasis on continuously driving efficiencies, ICTSI is equally committed to substantial investments in nurturing its workforce. More than merely focusing on continuously raising the bar in terms of employee performance, ICTSI keeps lifting the standards to which it holds itself as an employer.

Throughout its corporate history, ICTSI has grown on the strength of a carefully selected, well-nurtured group of permanent employees. In 2018, as the Company marked its 30th year as an enterprise, ICTSI had in its roster 7,870 employees as of 31 December 2018.

In accordance with the nature of ICTSI’s business as port developer, manager, and operator, those in Operations have constituted and continue to constitute the single largest group of employees in terms of activity. This is true for both the sub-set of the eight major ICTSI terminals that are the focus of this report, and for the rest of the locations in the ICTSI Group.
Under a long-term concession contract, ICTSI is able to not merely comply with laws and regulations of the port’s jurisdictions (i.e., that of the port authority, local government unit, and national government agencies), but also to apply the Company’s own principles, policies, practices, systems, and standards, including those that have been beneficial in maintaining sound industrial relations historically, or in other locations with similar sociocultural and economic contexts.

To complement workforces in existing operations, and to fill staffing requirements in newly operational terminals, ICTSI posted the following rate of new hires in the year in review.

Within the same period, ICTSI posted the following rates of employee turnover.

BENEFITS PROVIDED TO FULL-TIME EMPLOYEES

Along with ICTSI’s policy emphasis on providing full-time permanent employment come its push for competitive benefits packages for employees.

In contexts where ICTSI operates under a long-term concession agreement, the Company works beyond merely complying with minimum wages set by the respective territories’ government agencies. In fact, in all its locations of operation, the Company offers wages that are higher than mandatory wages.

The Company offers a range of benefits which are standard for full-time employees, in the eight significant locations of operations.

(1) Standard for full-time regular/permanent employees.
(2) Includes regular on-call employees. These standard benefits are not provided to temporary or part-time employees.
(3) Standard across the UK.
(4) Standards achieved through a rigorous assessment.
(5) Pakistan International Container Terminal (PICT) as one of the most outstanding employers in the country, citing the Company’s track record in promoting the well-being and social development of its employees.

PARENTAL LEAVE

The Company’s social responsibility arm, the ICTSI Foundation, has a strong focus on youth development, and also helps support the growth of families and communities through initiatives in health and sanitation, peace and order, and other areas.

This support for families, however, has been part of the corporate organization even prior to the establishment of the foundation.

An integral part of that support is the fostering of a work environment where employees who have or are about to have children feel sufficiently secure in their jobs, and are consequently able to avail themselves of parental (either paternity or maternity) leaves; are able to return to work; and, a year after their return, may still be found employed in their respective positions, their previous avails of leaves notwithstanding.

1. Full-time employees are regular and permanent employees. These include regular on-call employees. These standard benefits are not provided to temporary or part-time employees.
2. By significant locations of operation.
**TRAINING AND EDUCATION**

The Company has long had a policy in place for providing continuing professional development for employees. These fall under several categories, such as skills- or task-related training and those pertaining to organizational development.

**Technical Training** includes courses, sessions, or modules on port equipment, such as for operating Reach Stackers, Quay Cranes, Rubber Tired Gantry, and Sidelifters. Training in office-based processes include those for Purchasing and Supply Chain, Bookkeeper Certification, Certified Management Accountant Program, Digital Communication and Branding, CISCO CCNA Switching and Routing Course, and Basic Non-Life Insurance.

**Organizational Development** training includes Behavioral Based Safety Training, Team Building, Interaction Management, and Basic Management Programs and Leadership. Also offered are...

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**PROGRAMS FOR UPGRADING EMPLOYEE SKILLS AND TRANSITION ASSISTANCE PROGRAMS**

Technical Training includes courses, sessions, or modules on port equipment, such as for operating Reach Stackers, Quay Cranes, Rubber Tired Gantry, and Sidelifters. Training in office-based processes include those for Purchasing and Supply Chain, Bookkeeper Certification, Certified Management Accountant Program, Digital Communication and Branding, CISCO CCNA Switching and Routing Course, and Basic Non-Life Insurance.

Organizational Development training includes Behavioral Based Safety Training, Team Building, Interaction Management, and Basic Management Programs and Leadership. Also offered are...

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**FIRST WOMEN CRANE OPERATORS IN PNG**

In Papua New Guinea, ICTSI is raising the stakes high to get women together and help them see themselves as important economic producers. Despite the odds of being in a working environment highly-dominated by men, three women in Papua New Guinea are making a difference today as the first women operators of modern port-handling equipment in the country. Nellie Joseph, Daphney Nasinom and Nasuno Joe—all employed by ICTSI’s subsidiaries in Motukea and Lae—went under highly-specialized training in Manila last December 2018 to operate the first rubber-tired gantries and mobile harbor cranes in PNG. Under the guidance of experts at the ICTSI’s flagship, the female operators have shown dedication in enhancing their skills and knowledge on the various aspects of container terminal operations.

Contributing to improving PNG’s gender gap, ICTSI’s opening up employment opportunities for women help advance the gender equality agenda by empowering women to become economic providers for the family and the community, and enable them to participate in decision-making. Aside from those working at the yard, women form a huge part of ICTSI PNG’s growing workforce—including those from IT, human resources and corporate affairs.

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For a man whose name means ‘nobility’ and ‘courage,’ Arthur A. Valdez, MICT Shift Manager, has proven two things: one, you should never give up; and two, always put premium in everything you do.

When Arthur was promoted to Manager at the MCT early in 2018, it was a well-deserved ascension and a milestone in an interesting career path: from trainee in 1994, to on-call checker, to regular position as vessel checker; to one of the first trainees in the Company’s shift from manual to automated operations, personally trained by his namesake Jay Valdez (no relation), now Philippine Central Planning Director.

With his dedication to his craft, Arthur finally became a Superintendent in 2008; was promoted to Assistant Manager in 2014; and, finally, to manager in 2018.

His career at ICTSI continues to flourish, 27 years after he finished his Electronics and Communications Engineering course: as much a strong case for persistence and for putting a premium on one’s work, as it is for maximizing the professional training and advancement opportunities that the Company offers.

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**AVERAGE HOURS OF TRAINING**

<table>
<thead>
<tr>
<th>AVERAGE HOURS OF TRAINING THAT EMPLOYEES HAVE UNDERTAKEN (BY GENDER)</th>
<th>AVERAGE HOURS OF TRAINING THAT EMPLOYEES HAVE UNDERTAKEN (BY EMPLOYEE CATEGORY)*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin: Rank and File</td>
<td>19.75</td>
</tr>
<tr>
<td>Admin: Management</td>
<td>24.43</td>
</tr>
<tr>
<td>Operations: Rank and File</td>
<td>18.65</td>
</tr>
<tr>
<td>Operations: Management</td>
<td>13.64</td>
</tr>
</tbody>
</table>

* Operations includes Engineering, while Confidential personnel is categorized under Admin: Management

**AVERAGE HOURS OF TRAINING THAT EMPLOYEES HAVE UNDERTAKEN (BY GENDER)**

- **MALE**
  - Admin: Rank and File: 18.70 HRS
  - Admin: Management: 24.43 HRS
  - Operations: Rank and File: 18.65 HRS
  - Operations: Management: 13.64 HRS

- **FEMALE**
  - Admin: Rank and File: 16.48 HRS
  - Admin: Management: 18.70 HRS
  - Operations: Rank and File: 18.65 HRS
  - Operations: Management: 13.64 HRS

**AVERAGE HOURS OF TRAINING PER EMPLOYEE**

- **18.53 HRS**
From its earliest days of expansion, ICTSI has consciously worked to leverage the power of cross-cultural and cross-functional training. PICT held an in-house seminar on the Principles of Management, from which ICTSI's management team benefited. A JOURNEY TOWARDS ZERO

Given the nature of ICTSI’s business—where the operation of large equipment (for cargo handling) and yard vehicles is done almost nonstop, constituting a major component of day-to-day transactions—ensuring worker health and safety and preventing incidents are top priorities of the Company. ICTSI is equally committed to ensuring that all laws applicable to each port are complied with, and to providing a safe and healthy workplace for employees and contractors by implementing and maintaining Health & Safety and Environment (HSE) management systems to mitigate risks in its business activities. This commitment is also evident in the investments system certifications pertaining to quality, environment, security and equally crucial, to occupational health and safety. Additionally, the ICTSI group has stepped up efforts in promoting the importance of leadership and accountability when it comes to managing safety in its daily operations. Every employee who works for the Company is expected to demonstrate positive health, safety and environmental behaviors and report and mitigate potential risks. Managers are held accountable for attaining HSE goals, defining clear roles and responsibilities, providing appropriate resources and measuring, reviewing and continuously improving the Group’s HSE performance.

But despite the progress in performance, the Group suffered two fatal accidents in 2018. Since zero is the only acceptable number when it comes to this metric, the Group has been relentless in capturing key learning points from these accidents and sharing it across its terminal network to help prevent recurrence in any of its terminal operations. ICTSI remains steadfast in its drive to prevent serious incidents and ensure that every employee, contractor or visitor coming into their premises goes back home safe.
HEALTH AND SAFETY TOPICS COVERED IN FORMAL AGREEMENTS WITH TRADE UNIONS

For the ICTSI Group, the Collective Bargaining Agreement (CBA) comprehensively covers practically every aspect of Health and Safety of employees, such as but not limited to, provisions of Personal Protective Equipment (PPE), medical and accident insurance, access to free medical and dental services at the company premises and many accredited clinics and hospitals across the country, and the provision of a standby ambulance at the company premises. MICT, which holds the record as the first port in the Philippines to be compliant with the International Ship and Port Facility Security (ISPS) Code, and to be ISO certified, regularly conducts orientations, trainings, and seminars on health and safety.

DIVERSITY OF GOVERNANCE BODY*

ICTSI’s management structure is generally decentralized, with extensive authority delegated to the regional operating units where management teams are closest to their customers. The company pursues a policy of diversity across ethnicity. It has a highly multicultural workforce and provides strong support for local hiring. Aligned with its profile as a multinational enterprise, ICTSI also pursues a policy of leveraging its diverse, skilled, specialized professionals in each port to achieve improvements in individual employees’ skill sets and competencies, and even in team performance. One way this is being done actively is through knowledge and experience sharing across ports.

DIVERSITY OF EMPLOYEES**

<table>
<thead>
<tr>
<th>GENDER</th>
<th>NUMBER</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>6,848</td>
<td>88%</td>
</tr>
<tr>
<td>Female</td>
<td>902</td>
<td>12%</td>
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<tr>
<td>TOTAL</td>
<td>7,750</td>
<td>100%</td>
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</tbody>
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<table>
<thead>
<tr>
<th>AGE GROUP</th>
<th>NUMBER</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 30 years old</td>
<td>1,389</td>
<td>18%</td>
</tr>
<tr>
<td>30-50 years old</td>
<td>5,157</td>
<td>67%</td>
</tr>
<tr>
<td>Over 50 years old</td>
<td>1,204</td>
<td>16%</td>
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<td>7,750</td>
<td>100%</td>
</tr>
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*Governance Body is defined as the Company’s Board of Directors, Key Officers, and Global Corporate employees. ‘Key Officers’ are all employees with positions Vice President and above.

**Employees exclude Governance Body

EQUIPPING EMPLOYEES TO GIVE PROMPT, PROPER RESPONSE

ICTSI, PAKISTAN. The port finds ways to effectively engage all employees in a higher OHSAS awareness and advocacy. For instance, while most evacuation drills are held during the day, ICTSI held one in several areas of the terminal—b ut at nightime, to allow nightshift workers to participate. This consistent commitment to improve workplace safety and security earned the port its second place for Best Practices in Occupational Health and Safety Under the Service Portfolio. The activity involved the Port Emergency Response Team, a medical team from a local hospital, the local police, PNG Ports Officers, PNG Fire Brigade, and ESS Security Personnel.

With port veterans or the more skilled workers often tasked to lead teams to train, mentor, or help on-board younger or new workers, especially in newly operational ports. It is worth noting that, from a diversity standpoint, a natural and welcome outgrowth of such international exchanges is the building of cross-cultural understanding and camaraderie. In terms of discrimination, the organization notes that there were no incidents of discrimination during the year in review.

DIVERSITY OF EMPLOYEES, BY AGE GROUP

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DIVERSITY OF GOVERNANCE BODY, BY GENDER

<table>
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<th>GENDER</th>
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</tr>
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ADVANCING DIVERSITY IN OUR TERMINALS

• A multi-awarded Corporate Employer in Pakistan, PICT appointed its first female Director Ms. Gigi T. Miguel to the Board, and to the Audit Committee—reflecting the port’s commitment to Corporate Governance and to gender diversity up to the C-Suite level.
• In Manila, site of the ICTSI Group’s first port ever, the Company marked its 30th anniversary by feling its 20-, 25-, and 30-year Service Award winners, a testament to the job stability and robust career growth support, and the broad range of ages of ICTSI employees.
• In Lae, SPICTL celebrated PNG’s Independence Day with the port’s multicultural team—the local employees and expatriates—highlighting PNG’s heritage in an inter-department competition. The competition featured indigenous PNG songs and dances, and authentic traditional attire.
• In DIPSSCOR, Davao City, Philippines, employee awards were previously given only to field workers. In 2018, however, an employee from the Admin Department, Senior Human Resources staff Ms. Loizel Mae Hongoy, received the Most Outstanding Employee Award, citing her initiative and “extraordinary commitment to quality work.” The award was given during DIPSSCOR’s 34th anniversary.
• Local hiring and equal opportunity hiring are two commitments of ICTSI. In YICTL, China, Susan Rong was appointed Deputy Finance Director. Ms. Rong, who holds a degree in Advanced Level Accounting and a Master’s degree in Financial Management, brings the depth of her 28-year professional career to her new post.

FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

Eighty percent of the ICTSI Group’s employees are unionized, and CBAs are in force in many of the ports. In MICTSI inMisamis Oriental, Philippines, for instance, the port’s 10th anniversary celebration in 2018 also served as the occasion for the management and the MICTSI Labor Union-Federation of Democratic Labor Organization to sign a Collective Bargaining Agreement.

LABOR-MANAGEMENT RELATIONS

MINIMUM NOTICE PERIODS REGARDING OPERATIONAL CHANGES

The ICTSI Group has collective bargaining agreements (CBAs) in many of the terminals in which it operates.

The Company allows for 30 days (for the equivalent of 4 weeks) notice period as the minimum provision, except for PICT which only allows for 15 days as the minimum provision for employees.

ICTSI is committed, not only to offer viable full-time employment and career growth to its employees, but also to contribute to the elimination of all forms of forced or compulsory labor. To this end, the company has clearly specified its Company Policy regarding the issue, and has (within the period in review) begun conducting Supplier Social Assessment in order to help reduce, if not altogether eliminate, such risks.

For the period in review, there were no operations or suppliers with significant risk for incidents of forced or compulsory labor.

LOCAL HIRING AND EQUAL OPPORTUNITY HIRING ARE TWO COMMITMENTS OF ICTSI.

UPHOLDING LABOR STANDARDS

The ICTSI Group’s operations encompass 31 terminals in 18 countries, and account for 7,970 total employees. Of these workers, 80% are unionized. Moreover, the Group has collective bargaining agreements (CBAs) in many of the terminals in which it operates.
Every single ICTSI container terminal serves several major customer groups. Foremost among these are commercial clients—cargo transport players, whether operating waterside or landside—including shipping lines, cargo owners/shippers, and hinterland logistics players such as independent brokers, freight forwarders, and trucking companies. Then there are government entities such as Customs agencies, along with trade groups such as truckers’ associations.

Serving all of them well requires ongoing efforts to enhance capacity through development of infrastructure and equipment portfolios, boost efficiencies through systems upgrades, and to simultaneously safeguard customers’ rights to operational transparency and data privacy.

In ICTSI, the Commercial team stands at the forefront of upholding customers’ interests, with the full support of the larger organization. Vital aspects of customer rights are also prioritized in the ICTSI vision, the ICTSI Code of Business Conduct, and in other mechanisms and resources under the purview of corporate governance.
Croatia’s AGCT started upgrading its intermodal yard. The customer experience will be enhanced. Madagascar’s MICTSL, now enable these ports to service larger vessels. Designed to support growing needs across the cross-section of customers, these upgrades included the comprehensive dredging program at Georgian’s BGT addressed vessel access, and Umm Qasr’s BGT for phase 2 expansion. On the other hand, the commissioning of super post-Panamax quay cranes for Puerto Cortes’ Pier 6 expansion, two neo-Panamax and one post-Panamax quay cranes). MICT received its largest equipment (one post-Panamax and two neo-Panamax quay cranes). ICTSI sees added capacity and ramped-up efficiencies positively impacting transport costs—substantially benefiting importers, exporters, and consumers. Pier 6’s inauguration augurs well for five-year expansion plans (to bump up port capacity to almost 1.6 million TEUs). The Southern Viaduct project—over 44 kilometers of road and equipment can now accommodate up to nine vessels at a time (depending on ship size). The new 10-hectare parking area (expected to complete in 2018) provides improvements to clients. BGT supports oil and gas companies such as PetroChina, ENI, Halliburton, and CNOOC. Gas companies ExxonMobil, Southern Refinery and consumers. BGT’s support for oil and gas companies is substantial. 166% INCREASE

DEVELOPING INFRASTRUCTURE TO INCREASE CAPACITY

OPC Pier 6 Expansion Completed

Asian Pacific

Philippines

- ICTSI’s proposal for the construction of back-up areas for Berths 8 and 9.
- In 2018, several key terminals within the ICTSI Group undertook major capacity upgrades through infrastructure expansion within the port, quayside and landside.

Europe, the Middle East and Africa

Iraq

- BGT made steady gains in the oil and gas sector in 2018, past port rehabilitation/reorganization efforts provided improved capacity and efficiencies to clients. BGT supports oil and gas companies such as PetroChina, ENI, Halliburton, and CNOOC. Gas companies ExxonMobil, Southern Refinery and consumers. BGT’s support for oil and gas companies is substantial.
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TRANSPARENCY AND EFFICIENCY THROUGH SYSTEMS

Apart from the required physical infrastructure and equipment upgrades, ICTSI also invests substantially in capacity enhancements through systems. Whether these are developed in-house or purchased from a best-in-class vendor, these system changes or upgrades bring three benefits that are as important as capacity improvements: they often require less resources to implement, provide not only increased efficiency but improved operational efficiencies as well, and allow for increasing operational transparency. All these redound to the benefit of customers, providing room for growth, enhanced market competitiveness, and better control and planning.

Several terminals have taken the initiative to roll out acquired or newly adapted systems quite efficiently like PICT’s orientation to their stakeholders with their truck booking system, their in-house crane monitoring, MICT’s updated Terminal Operating System (TOS) and SpArcs development of tools optimizing general cargo handling operations. To further align them with international standards, terminals have also acquired several certifications such as BGT and OPC being ISO certified in Quality Management Systems, Environmental Management System and OHSAS Health and Safety Management System.

PICT improved crane maintenance efficiency

To further improve port productivity and efficiency, PICT has acquired a new Terminal Operating System (TOS) from Sparcs N4 2.6 to Sparcs N4 3.4 for improved system architecture and simplified configuration, among other advantages. PICT and MIMP held a strategic planning activity to increase productivity, with over 50 personnel exchanging ideas on exceptional service and improving productivity. PICT’s onsite services were also being continually enhanced (e.g., renovation of the Waterline 61 IT office), and their in-house crane configuration, among other advantages.

Asia Pacific

Philippines

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Australia

- Waterline 61 (the Australian Bureau of Infrastructure, Transport, and Regional Economics’ 2016 edition of its quarterly survey of container-related port efficiency) noted how truck turnaround in Melbourne significantly decreased by 22.3 percent, "driven in part by the commencement of operations at VICT.”

Pakistan

- PICT took major steps to improve crane maintenance efficiency, streamline truck delivery patterns, and optimize the trade process. For one, the PICT Engineering team launched its in-house crane monitoring system (CMS) to expedite efficient crane monitoring, system faults diagnosis, and quality response time. The CMS (now installed on all cranes) and the Remote Crane Management System (RCMS) have significantly refined the minimum mean-time for equipment repair.
- Together with the Karachi Port Trust Authority (KPTA), PICT organized a four-day workshop to train port users on the Vehicle Booking System (VBS) that streamlined truck movements at MICT (Manila) and VICT (Melbourne). PICT is evaluating the potential benefits of adopting the VBS.
- In an event organized by the All Pakistan Customs Agents Association (APCAA) and the Federation of Pakistan Chambers of Commerce and Industry (FPCCI), PICT presented its trade optimization initiatives (e.g., the Container Tracking System). APCAA and FPCCI also cited the initiatives’ benefits to stakeholders: transparency and coordination.
- PICT held Integrated Management System training sessions (led by certified trainers from M/S Bureau Veritas) to build employees’ awareness of new requirements of the revised ISO 9001 and ISO 14001.

The Americas

Colombia

- SpArcs’ information Technology and Land Operations departments developed a tool to optimize general cargo handling. They configured the existing Navis TOS—with a purely maritime approach to handling containerized cargo— for handling the general cargo process flow (storages, billing, packing, etc.). The project targets increased efficiencies from online handling and billing.

Europe, the Middle East and Africa

Iraq

- After months of process alignments and audits, BGT obtained key ISO certifications, confirming that management systems are aligned with international standards, and processes are in place to achieve continuous improvement in health and safety, and support customer needs.
- Moreover, building on the existing back-end supported IT infrastructure, BGT launched its website tools for shippers/consignees, enabling container tracking and online invoice retrieval—making BGT Iraq’s only terminal with online tools for enhanced transparency.

$22.3% DECREASE in truck turnaround time in Melbourne

ICTSI respects the privacy of individuals and is committed to protecting sensitive and personal information. The Company is equally committed to relevant laws in the territories where its ports operate. Having been founded, publicly listed, and headquartered in the Philippines, ICTSI has taken appropriate measures—among them, the designation of a Data Protection Officer; in 2017—under the Data Privacy Act of 2012, its implementing rules and regulations, and the related advisories and circulars issued by the National Privacy Commission.

Aligned with this, the Company also ensures that customers’ data (along with that of employees and business partners) are protected—from unauthorized use, access, and disclosure, among others—under the ICTSI Code of Business Conduct, which is cascaded to all ICTSI companies, in all operations. In this manner, the ICTSI Group already provides its own framework for appropriately handling and safeguarding customers’ data privacy, apart from the additional frameworks provided for by existing laws in the specific jurisdictions where the ports operate.

ICTSI also requires Consent and Undertaking Forms for transactions with both private and government entities that involve the disclosure of sensitive personal information, and adheres to the relevant legal and regulatory requirements. Apart from having privacy issues included in the framework laid out by the ICTSI Code of Business Conduct, ICTSI also ensures that such concerns are highlighted in the Company’s relevant orientation and training programs.
Philippines at MICT

Ocean Network Express (ONE) launches its first voyage in the Philippines at MICT.

MANILA, PHILIPPINES. The new shipping line ONE, the world’s sixth largest shipping line ( nippon Yusen Kaisha, or NYK, is the world’s largest shipping line) launched its Japan-Philippines service, linking the Japanese ports of Osaka, Yokkaichi, Nagoya, Shimizu, Tokyo, Yokohama, Kobe, and Pusan to Manila.

South Korea. ONE tagged 304 MVs in the 20-hour operation, setting a record of 86.31 gross moves per hour. The TIP service covers the West Asia region and links Larsen (Dhahran, Thailand), Singapore, Kelang (Malaysia), Propup and Nilasa Sheva (India), Ibn Qasim and Karachi (Pakistan), and Colombo (Sri Lanka). ONE’s South Asia chief commended PICT for its support of TIP.

For the year in review, the number of complaints concerning breaches of customer privacy are still being validated. However, there was one incidence of identified leak of customer data. The disclosed data leak resulted from a version change in the ‘e-inverse’ module of CMAI’s Integrated System for Customer Services (dismantled, or AIS) web portal, which allowed a Customs Broker to view an invoice processed by another Customs Broker. The issue was immediately reported and resolved in less than 4 hours by reverting back the released changes in the ISCS portal and by issuing the correct database query that separates client’s invoices between different Customs Brokers. Improvements to the change management process were made to ensure software enhancements are tested and validated before its release and deployment to the production environment.

Apart from Compliance with regulatory requirements, the first ICTSI Legal Workshop series (launched in 2018 by the ICTSI Global Corporate Affairs Legal Affairs or GCLA) also aimed to cascade the Company’s best practices in Data Privacy to employees and important stakeholders.

The GCLA led session on Data Privacy was anchored by a discussion on Republic Act 10173 or the Data Privacy Act, citing its importance and demonstrated ways on how to comply. The GCLA team showed how to secure sensitive information in all official communication, and briefed participants on the proper use of the Company’s undertaking and consent forms, whenever sensitive information is needed.

CUSTOMER CARE

There are periodic Customer Satisfaction Surveys that cover key matters (such as the quality of customer service and satisfaction with port performance) while also providing a proper avenue for surfacing customer concerns and suggestions.

The Commercial team promotes active participation at events and forums. These support-building activities are also extended through various social events such as CNMSA hosting its top customers at the Formula One Grand Prix at Mexico City, and MICT’s Client Appreciation Night at Solaris Resorts and Casino.

To reward customers for continuous patronage, the program has been slated for translation into an online application platform to facilitate the achievement and distribution of rewards.

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For the year in review, the flagship and first ever port of the ICTSI Group, the MICT (based in Manila, Philippines) held its quarterly Customer Satisfaction Survey. Given the multiplicity of Philippine dialects, and the presence of international clients and port users, the questionnaires were presented bilingually (in English and in Tagalog). In all, 4,633 respondents took part in the four quarterly MICT surveys in 2018. Of these, 49 percent were brokers, 11 percent were forwarders, 19 percent were importers/exporters, and 21 percent were truckers.

Based on the four surveys held throughout 2018 to cover customer satisfaction over the four quarters of operations, high overall satisfaction levels were noted in three key areas of MICT’s service: Customer Care and Concierge service (quality and promptness), port fees and payments, and truck turnaround times.

CUSTOMER SATISFACTION SURVEY (MICT, 2018)

HOUSEHOLD AND BUSINESS MARKETS

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The GCLA led session on Data Privacy was anchored by a discussion on Republic Act 10173 or the Data Privacy Act, citing its importance and demonstrated ways on how to comply. The GCLA team showed how to secure sensitive information in all official communication, and briefed participants on the proper use of the Company’s undertaking and consent forms, whenever sensitive information is needed.

CUSTOMER CARE

For each port, it is the Commercial team that interfaces directly with customers or meeting needs, addressing immediate concerns, and discussing business opportunities and industry issues (often at the larger trade group or association level). These are done through regular client calls, 24/7 customer service care, regular conferences, and industry association meetings. ICTSI staff regularly undergo relevant training, such as on Customer Service and on Company Policies covering ethical matters (tipping, for instance). In 2018, ICTSI’s flagship MICT launched a loyalty program for brokers, forwarders, truckers, and agents.

CUSTOMER SATISFACTION SURVEY (MICT, 2018)

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Increasing and expanding port impacts on youth and community development

ICTSI’s operations across the globe have been investing in local community engagements.

The port-led advocacies include programs and projects in education, health and sanitation, livelihood, and peace and order. The ICTSI Head Office and the subsidiaries are also involved in disaster relief, response, and preparedness initiatives. Within the port host communities and their environs, there are also selected sectors (including special-needs children) that the ports choose to support from time to time.

Complementing these are the advocacies of the ICTSI Foundation, established in 2009 as the corporate social responsibility (CSR) arm of ICTSI. The Foundation is certified by the Philippine Council for NGO Certification, and is also a registered resource agency by the Department of Social Welfare and Development.

Increasing and expanding port impacts on youth and community development

By yearend 2018, there were CSR projects in the host communities of all 10 Philippine ICTSI terminals.

In 2018, the Foundation also continued to expand its CSR footprint in Papua New Guinea (PNG). In ICTSI’s newly operational ports in Motukea and Lae, the Foundation has been playing a key role (starting from the pre-operational stage) in collaborating with the two terminals’ host communities in the implementation of social programs. Unique to these social programs is the context: the innovative public-private-people partnership framework that ICTSI entered into in PNG.

In the conduct of its operations in 2018, ICTSI noted that there were no identified incidents of violations involving the rights of indigenous peoples (IP).

The Foundation provides technical assistance to help establish ICTSI social programs and projects. Equally important, the Foundation has been providing benchmarks and best practices that the subsidiaries have been replicating in their host communities.

In ICTSI’s home country, the Philippines, the Foundation continues to implement CSR programs that serve the youth as a primary advocacy. This is aligned with the Company’s vision to create positive impacts across boundaries (the ports, and the communities in the environs) and across generations. These impacts take the form of inclusive and sustainable development, particularly within the spheres of the youth development pillars that the ICTSI Foundation has chosen to focus on: Education, Sports, and Community Welfare.
SUPPORT FOR IP COMMUNITIES

MAKING A TRIPARTITE PARTNERSHIP WORK RIGHT IN PAPUA NEW GUINEA

Since its first port privatization project in Manila in 1988, and subsequent expansion drive in 1994, ICTSI has been expanding its footprint as an enterprise, and as a driver of development, especially for the youth and the communities in which they live.

In one of its newer ventures—in PNG, beginning 2017—ICTSI embarked on a pioneering tripartite partnership with government, represented by the PNG Ports Corp. Ltd (PNGPCL), and the communities of IP landowners in Motukea and Lae (hosting the MITL and SPICTL terminals). Under the innovative agreement, these IP landowners' organizations become shareholders in the ports.

ICTSI Foundation helped establish a collaborative framework for sustainable port programs for the Motukea and Lae communities. The social and community programs include local partnerships with the AHI Hope Foundation; grant assistance to the community programs include local partnerships with the AHI Hope Foundation; grant assistance to the communities in which they live. ICTSI Foundation invested in water-related infrastructure, and to the welfare of Philippine IP communities.

Apart from the ICTSI subsidiaries’ ongoing work in the IP-hosted communities in PNG, the Company, through the ICTSI Foundation, continued its commitment to support sustainable development, and to the welfare of Philippine IP communities. In 2018, the Foundation undertook projects that encompassed several UN Sustainable Goals—SDG1: Good Health and Well-being; SDG3: Gender Equality, and SDG6: Clean Water and Sanitation.

WATER SYSTEMS, HYGIENE AND SANITATION, SCHOOL BUILDING, AND MEDICAL MISSION FOR IP COMMUNITIES

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ICTSI’s Education goals are to provide scholarship grants and other forms of educational assistance to deserving youth, and to provide skills and livelihood training to out-of-school youth and other sectors of selected communities.

**PROJECT T.E.A.C.H.**

Teacher Enhancement and Capability Honing

- **330** High school and day care teachers trained in Manila, Olongapo City, Bauan (Batangas), and Davao City
- **10,000++** Direct and indirect student-beneficiaries of ICTSI Foundation Educational Assistance Programs in the Philippines

**ICTSI FOUNDATION SCHOLARSHIPS**

**INTERNATIONAL**

- **3** INTERNATIONAL SCHOLARS
  - International Scholars supported, in partnership with Northeastern University in Boston, Massachusetts, USA and other teams

**LOCAL**

- **80** COLLEGE SCHOLARS
  - Manila, Davao City, Gen. Santos City, Palawan

- **50** HIGH SCHOOL SCHOLARS
  - Manila, Davao City, Gen. Santos City, Calamba, Laguna

**WALK WITH SCHOLARS**

- **3** SENIOR HIGH SCHOOL STUDENTS
  - Manila, Davao City, Gen. Santos City

**ICTSI FOUNDATION EDUCATIONAL ASSISTANCE**

**TECHNOLOGY & LIVELIHOOD EDUCATION TITLES**

- **2,479** STUDENTS
  - Public school students benefiting from TLE packages Laboratory renovations or equipment or tool grants

**PROJECT AIDE SUPPORT FOR DAY CARE EDUCATION**

- **1,676** STUDENTS
  - Day care children served with improved facilities, educational instructional materials, and day care workers’ professional development

**MY READING NOOK SCHOOL LIBRARY IMPROVEMENT PROJECT**

- **1,104** STUDENTS
  - Elementary school students served through construction/renovation of reading rooms or libraries, provision of age-appropriate reading and reference materials, and storytelling sessions

**SCIENCE LABORATORY ASSISTANCE PROJECT**

- **4,500** STUDENTS
  - Senior high school students in Manila benefiting from the conversion of a classroom into a fully-equipped Science Laboratory

**SPECIAL EDUCATION (SPED) ASSISTANCE**

- **66** CHILDREN
  - Children with special needs served assisted by Davao City and Manila-based ICTSI Officers and Global Managers

**ALTERNATIVE LEARNING SYSTEM**

- **250** ALS STUDENTS
  - 3 TEACHERS
  - At least 1 student and teacher per school served in Davao City

**ictsustainabilityreport2018**

**GOOD TO KNOW**

- Four IP schools in Davao benefited from the ICTSI Foundation’s educational assistance, consisting of a package of tribal musical instruments for 744 students. (It is worth noting that in the ICTSI Foundation’s Education Scholarships programs, Marlito Soriano, one of the first two students supported under the International Scholarship agreement with Northeastern University in Boston, USA, came from an IP community in General Santos City in Mindanao.)

**PORTS PUSH EDUCATIONAL DEVELOPMENT**

Apart from and prior to the work of the ICTSI Foundation, various ICTSI terminals have been carrying out their commitments to youth and community development, guided by the unique sociocultural milieu in which they operate. In 2018, these terminals continued to initiate and/or support educational programs and projects benefiting young learners.

- MITL, PNG: As part of its support for the local community, the Metikock port turned over 300 chairs and 150 desks to Baromi Primary School as part of an educational grant that addresses the problem of students sitting on duty floors for lack of chairs.
- VICT, AUSTRALIA: Port Melbourne Primary School, one of the recipients of the VICT Community Investment Fund, unveiled its newly built playground. The facility is designed as an “outdoor” “passion play” space for students aged four to 12. In another engagement with the community of young learners in the Port Melbourne community, VICT invited Year 6 students from Port Melbourne to a port tour, workshop, and a crowdfunding exercise where the 11- and 12-year-olds were asked to name four roads inside VICT.
- CMSA, MEXICO: Through its Feet with Shoes campaign, CMSA donated shoes to 92 children under the care of Librito Espinoza and Los Angeles foster homes in Matamoros.
- ICTSI MICT: Debitel Team - ICTSI gave its support to the Philippine team that competed in the recently concluded World Schools Debate Championship (WSDC) held last 21-27 July, 2018 in Zadar, Croatia. The Philippine team finished as one of the debate’s top 16 teams.

**VOLUNTEER-POWERED SCHOLARSHIPS**

In MICT, employees who are involved in the ICTSI Employee Volunteerism Program (IEVP) continued to fulfill their sponsorship commitment to the five EVP Scholarships: children of ICTSI rank and file and on-call employees, newborn high school students in Manila.
Under the Sports goal, ICTSI, primarily through the ICTSI Foundation, seeks to develop young athletes for participation in national and international sports competitions. On the other hand, ICTSI ports have also been actively exploring opportunities to support athletes and sport enthusiasts in their host communities. The activities range from football to marathons to rugby, depending on the sporting priorities of the port communities.

**ICTSI FOUNDATION SUPPORT FOR YOUNG ATHLETES**

**AMATEUR GOLF**

**SUPPORTED AMATEUR LADY GOLFERS**

Yuka Saso, Mafy Singson, Tinong Toralba, Ace Superal, and Arnie Taguines

Provided for training needs (coaching, physical fitness, equipment, uniforms), homeschooling / academic scholarship, participation in local and national events.

**CHESS**

Back-to-back support for Philippine Chess Grand Master John Marvin Miciano at the World Juniors Chess Championship (Tunley, in September) and World Youth Chess Championship (Geneva, in October)

**LITTLE LEAGUE**

19 PLAYERS

3 PLAYERS

Supported in Team Manila - Philippines

2nd win in a row (in 2018) Team Manila - Philippines at the Pony International Girls Softball World Series (Hemet, California)

**SPIKE AND SERVE**

ICTSI Foundation donated volleyball equipment to Spike and Serve, the grassroots organization initiated by former volleyball player Nicole Tiamzon. The assistance benefits underprivileged children who receive sports training through free volleyball clinics.

2 OUT OF 4 GOLD MEDALS FOR THE PHILIPPINES

2018 Asian Games (Jakarta, Indonesia), delivered by ICTSI Foundation-supported amateur lady golfer Yuka Saso

**COMPUTER LITERACY**

200 Trainees in Financial Literacy

3 Vital topics covered: entrepreneurship, budgeting, saving

37 Trainees in Small Business / entrepreneurship

49 Trainees in Financial Literacy

**AMATEUR VOLLEYBALL**

**FREE VOLLEYBALL CLINICS.**

Underprivileged children who

Tiamzon. The assistance benefits

former volleyball player Nicole

and Serve, the grassroots

volleyball equipment to Spike

ICTSI Foundation initiatives and/or supports programs and projects in health and sanitation, livelihood, and peace and order, among others.

A pregnant woman from the Parola community steals an ultrasound using the machine donated by ICTSI Foundation.
**ICTSI FOUNDATION-LED HUMANITARIAN ASSISTANCE**

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**EARTQUAKE SURVIVORS RECEIVE AID, NEW HOMES**

After two major earthquakes struck Mexico in 2017, CMSA mobilized its people and resources to help the affected communities get back on their feet.

- The second earthquake on September 19 hit central Mexico, devastating Mexico City and the surrounding states of Morelos, Puebla, and Estado de Mexico. CMSA joined the Manzanillo Port Authority’s relief campaign by donating food and basic supplies for the victims. It also supported the efforts of local port authorities.

**REPRODUCTIVE HEALTH TRAINING FOR ENHANCED COMMUNITY HEALTH**

As a duly declared and gazetted human settlement, the Manila Bay area has seen an increase in reproductive health (ASHR) in the community, including a growing trend in teenage pregnancy. To help the community manage these challenges better, ICTSI established partnerships with the Family Planning Organization of the Philippines (FPDP), guided by its commitment to the United Nations’ Sustainable Development Goals for 2030, specifically SDG3 (Good Health and Well-being) and SDG5 (Gender and Equality), both FPDP and ICTSI organized a group of community youth who will undergo series of trainings to prepare them as community youth peer facilitators.

**TRAINING AND CAPACITY DEVELOPMENT**

**ICM SPEARHEADS EMERGENCY COOPERATION AGREEMENT**

In the Democratic Republic of the Congo, ICTSI’s Matadi port took the lead in the signing of a multi-company emergency response agreement between public and private companies. The initiative, proposed by MGT, aims to facilitate more effective handling of emergency situations with the help of other companies.

MGT’s emergency response team in 2016, the unit comprised 25 personnel from the operations and technical departments, each fully equipped and properly certified after undergoing comprehensive training.

MGT’s firefighters have proven to be very capable after their first stint assisting (outside of the terminal) at the Kinkanda General Hospital in 2016, the team has successfully responded to 11 emergencies, often the first to arrive on the scene, and able to quickly access water supply in the city.

With the MGT-led agreement in place, emergency response units of public and private companies in Matadi can share best practices for enhanced response to internal and external emergencies.
**General Disclosures**

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**Strategy**

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| 102-41 | Collective bargaining agreements | 16 |
| 102-42 | Identifying and selecting stakeholders | 16 |
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| 102-53 | Contact point for questions regarding the report | Inside Back Cover |
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| 102-55 | GRI content index | 72 - 77 |
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**Topic-Specific Disclosures**

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**ECONOMIC**

**Economic Performance**

GRI 103: Management Approach 2016

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| 103-2 | The management approach and its components | 36 - 38 |
| 103-3 | Evaluation of the management approach | 36 - 38 |

GRI 201: Economic Performance 2016

201-1 | Direct economic value generated and distributed | 38 |


201-2 | Financial implications and other risks and opportunities due to climate change | ICTSI is still in the process of putting together the governance mechanism, strategy, risks and some of the metrics on the impact of climate change to its business. Available metrics are in pages 24 - 25 |

**Market Presence**

GRI 103: Management Approach 2016

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**Procurement Practices**

GRI 103: Management Approach 2016

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* New contact numbers starting 6 October in compliance to the National Telecommunications Commission Memorandum Order number 10-03-2017
RIPPLES OF CHANGE

A 21st century multinational enterprise headquartered in the Philippines, ICTSI has long held to the principle of sustainability, adhering to the value of the long view, and the practice of good global citizenship. ICTSI is committed to the continuing effort to more systematically and deeply integrate sustainability principles in strategic visioning, planning, and execution—creating positive impact across operations, across borders, and across generations.