



Jordan Phosphate Mines Company (PLC)

Sustainability Report 2024

Committed to People, Planet, and Progress



His Hashemite Majesty King Abdullah II bin Al-Hussein



His Royal Highness Prince Al-Hussein bin Abdullah II

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Message from our Chairman

It is with great pride that we present the third annual Sustainability Report of the Jordan Phosphate Mines Company, reaffirming our unwavering commitment to comprehensive sustainability, encompassing environmental stewardship, enhanced social responsibility, and strong governance foundations.

This report reflects the vital role we play in advancing Jordan's economy and strengthening the global standing of the national phosphate industry. We remain focused on achieving a balanced integration of economic growth, responsible resource utilization, and the empowerment of local communities.

In alignment with international best practices, we have continued to enhance our corporate governance framework—anchored in transparency, accountability, and full adherence to both national and international standards, most notably the Global Reporting Initiative (GRI). This commitment fosters stakeholder confidence and demonstrates our organizational maturity.

The year 2024 marked a milestone in our sustainability journey, with key achievements including the integration of environmental priorities into our core operational policies. This step aligns with Jordan's national climate change goals and reflects our deep sense of environmental responsibility as part of sustainable development. Financially, we delivered strong performance, recording revenues exceeding 1.2 billion Jordanian dinars and net profits of approximately 458 million dinars.

In the realm of social responsibility, we invested over 24 million dinars to support education, healthcare, and infrastructure in the communities surrounding our operations, guided by our belief in the crucial role we play in sustainable local development.

Reinforcing our leadership status, we attained remarkable accomplishments on local, regional, and international fronts. These were highlighted by receiving the Gold Medal for Industrial Excellence from the International Fertilizer Association, in recognition of our high standards in production and operational efficiency. We were also featured in Forbes Middle East's Top 100 Most Powerful Companies, underlining our financial resilience and regional leadership in the fertilizer sector. Additionally, we earned several other prestigious awards that further validate our progress in production and sales, strategic market expansion, and consistent performance in innovation and high-impact operations.

Through this report, we reaffirm our commitment to embedding sustainability more deeply across all areas of our operations. We continue to prioritize climate action, community empowerment, and active stakeholder engagement, all guided by clearly defined priorities and a long-term strategic vision.

**Dr. Mohammad
Thneibat**

Chairman of the Board, JPMC



Message from our CEO

We are pleased to share the third Sustainability Report of the Jordan Phosphate Mines Company, which represents our continued dedication to applying best practices in environmental, social, and governance (ESG) performance. This report highlights our key achievements in 2024, showcasing the significant qualitative progress made in operational efficiency and our ongoing pursuit of excellence rooted in innovation and responsibility.



**Eng. Abdel Wahhab
Al Rowwad**

Chief Executive Officer, JPMC

The year 2024 saw strong performance indicators, where raw phosphate production reached 11.5 million tons, driven by the enhanced performance of the Eshidiya and Al-Abiad mines and continuous improvements in operational processes.

The Aqaba Industrial Complex also recorded substantial growth across key product lines, including fertilizers, phosphoric acid, and sulfuric acid, achieving production increases ranging from 6.8% to 12.3%, which reflects the effectiveness of our technology-driven and operations-focused strategies.

On the environmental front, we continued to uphold rigorous controls to conserve natural resources and prevent liquid discharges into the surrounding environment. In addition, we undertook impactful sustainability initiatives such as the planting of over 30,000 trees within the industrial complex and the complete ecological transformation of the Gypsum Mountain into a green mountain, contributing to biodiversity preservation and increased green spaces.

In human capital development, we reached a major milestone by achieving gender pay equity and providing over 1,200 training hours for our employees, while maintaining a spotless occupational safety record.

In line with our focus on innovation and technical advancement, we deployed a number of engineering and technological solutions that improved performance and reduced environmental impact. Notably, we transitioned to gas-based operations at the aluminum fluoride plant and developed an advanced processing unit in Eshidiya to utilize low-grade phosphate, transforming it into value-added products. These improvements strengthen our ability to respond to market demands while maximizing value from our available resources.

As part of our social responsibility, we continued to invest in infrastructure and services that support our neighboring communities. Key contributions included the rehabilitation of the Ma'an-Eshidiya road and the establishment of a comprehensive healthcare center in Aqaba, which reflect our deep-rooted commitment to national and community development.

This report reinforces our determination to pursue development through a sustainable lens, remain responsive to our stakeholders, and strengthen our position as a responsible national leader, capable of adapting to challenges, seizing emerging opportunities, and contributing meaningfully to the national economy.

02 About the Report

Jordan Phosphate Mines Company (JPMC) proudly presents its third sustainability report, which underscores our strategic efforts and ongoing progress in advancing sustainability leadership across Jordan. This 2024 edition reflects our ambitions for long-term value creation that benefits the Jordanian economy, society, and environment. Within this report, we address our most significant sustainability challenges and share key performance indicators that provide a comprehensive view of our sustainability achievements during the year.

Information Covered

This report details our sustainability performance for the financial fiscal year from 1 January to 31 December 2024.

Any mention of Jordan Phosphate Mines Company, JPMC, the company or the organization in this report refers to Jordan Phosphate Mines Company P.L.C.

Reporting Frameworks

This report has been prepared in accordance with the GRI Standards (2021), including GRI 14 for the Mining Sector (2024), and the Amman Stock Exchange (ASE) Guidance on Sustainability Reporting (2022). The disclosures also consider JPMC's alignment with and contribution to the UN Sustainable Development Goals (UN SDGs), the objectives of the Jordan 2025 Vision, the National Climate Change Policy, and the Economic Modernization Vision. This commitment to recognized frameworks, national strategies, and international goals ensures comprehensive management and transparent communication of sustainability impacts.

Data Collection and Reporting Approach

This report presents data collected from relevant JPMC functional units and publicly available external sources specific to Jordan's sustainability landscape. Sustainability metrics and their definitions adhere to the GRI Standards 2021. The report content was subjected to a meticulous review across multiple levels, with active involvement from functional unit leadership to ensure its integrity.

This report was prepared with technical support from Climate Balanced, which provided assistance in data analysis, stakeholder engagement, and alignment with GRI Standards.

Feedback and Suggestions

We encourage all stakeholders to share their feedback on our activities, operations, sustainability performance, impacts, and commitments. For any comments or feedback, please contact us at info@jpmc.com.jo

03 JPMC at a Glance

The Jordan Phosphate Mines Company (JPMC), established in 1949 and switched to a public shareholding limited company in 1953, is a cornerstone of Jordan’s industrial development and a leading player in the global phosphate industry. As the world’s fifth-largest phosphate producer and top global exporter, JPMC plays a critical role in transforming Jordan’s mineral wealth into economic value, contributing significantly to the national GDP and creating substantial direct and indirect employment.

JPMC’s operations span the full phosphate value chain, including exploration, mining, beneficiation, fertilizers manufacturing, and global distribution. The company operates three major mines: Eshidiya, Al-Abiad, and Al-Hassa. These mines together form the core of Jordan’s 3.7 billion tonnes of phosphate reserves, of which 1.25 billion tonnes are held by JPMC. These operations supply the Aqaba Industrial Complex, a key phosphate fertilizer production hub in the Middle East, where JPMC produces phosphoric acid, sulfuric acid, Diammonium Phosphate (DAP), and aluminum fluoride for both domestic use and export to markets including the United States, India, China, and Brazil.

To enhance export efficiency, JPMC also developed the Rock Phosphate Export Port in Aqaba, strengthening its global distribution capabilities. JPMC’s corporate headquarters are located at 7 Al-Sharif Al-Radhi Street in Shmeisani, Amman.

Our Vision

Leadership, excellence and sustainability in the mining and phosphate fertilizer sectors within the highest standards of quality and environmental conservation.



Our Mission

Jordan Phosphate Mines Company carries out exploration and phosphate mining works and development of innovative products of high quality and competitive worldwide. It employs modern technology, and trains and qualifies its human resources while observing all aspects of sustainable development pertinent to environment and the society



Our Purpose

Transform the rock phosphate to a biological and permanent vegetation cover.



Our Values

Excellence

We pursue the highest standards across all areas of our work by promoting continuous improvement, innovation, and adaptability in the face of evolving challenges and changing environments.

Integrity

We prioritize ethical business conduct and transparent stakeholder communication. We are accountable to our stakeholders and are committed to fairness, legality, and responsibility in every decision and action we take.

Shareholders

We are committed to generating sustainable value for our shareholders while actively contributing to the growth and stability of the national economy.

Customer Satisfaction

We ensure customer satisfaction by consistently delivering high-quality products in the right quantities, on time, and with reliable after-sales service.

Collaboration and Partnership

We promote a strong sense of teamwork, collaboration, and mutual respect, aligning individual and collective efforts with the company’s strategic goals.

Environmental Responsibility

We uphold our responsibility to protect natural resources and ecosystems by implementing environmentally sound practices aligned with internationally recognized standards.

Employee Care

We invest in building local talent by providing training and development opportunities, while fostering a culture of performance, innovation, and healthy competition.

Safety

We prioritize the health and safety of our employees by maintaining a secure, comfortable, and hazard-free working environment.

Community Development

We actively engage with and support our surrounding communities through initiatives that foster development and shared value creation.

Our Associate and Subsidiary Companies

Jordan India Fertilizer Company (JIFCO) is a partnership between the Indian Farmers Fertilizer Cooperative Limited (IFFCO) and produces phosphoric acid at its Eshidiya location.

2008

2009

The Jordan Industrial Ports Company (JIPC) manages and operates the Aqaba Industrial Port through a 50-50 partnership with the Arab Potash Co.

Indo-Jordan Chemicals Company (IJC) produces phosphoric acid with an initial production capacity of 224 thousand tonnes of P₂O₅ per year. It is now operating at a capacity of over 300 thousand tonnes of P₂O₅ per year.

1992

2010

PT Petro Jordan Abadi Company (PJA) produces phosphoric acid in Indonesia through a partnership with Indonesian Petrokimia Gresik. The Jordanian phosphate used in this process is sourced from the Jordan Phosphate Mines Co.

Nippon Jordan Fertilizer Company (NJFC) has an annual production capacity of 300,000 tonnes of fertilizer, including compound fertilizers and Diammonium Phosphate (DAP).

1992

2010

Al-Roya Company for Land Transport of Goods is responsible for transporting phosphate for JPMC's operations, handling both inbound and outbound shipments.

Our Business Model and Value Chain

Exploration and Mining

Rock Phosphate Sourcing

- Eshidiya Mine
- Al-Hassa Mine
- Al-Abiad Mine

Transportation

Rock Phosphate Distribution

- Exporters
- Industrial Complex
- Local Market
- Nippon Jordan Fertilizers Company
- Indo Jordan Chemicals Company
- Jordanian Indian Fertilizer Company

Operations Products

- Rock Phosphate (for direct application)
- Diammonium Phosphate (DAP)
- Phosphoric Acid (P_2O_5)
- Sulfuric Acid (H_2SO_4)
- Aluminum Fluoride (AlF_3)

Sales and Marketing

Major Markets

- Asia
- Africa
- Europe
- Australia
- North America
- South America
- Associate companies, subsidiaries and the local market



Global & Regional Presence



Jordan Phosphate Mines Company (JPMC) holds a significant position as an international exporter of phosphate and phosphate-based fertilizers, serving over 30 countries across Asia, Europe, Africa, Australia, and the Americas due to its advantageous geographic location. The company exports both raw phosphate rock and processed products like phosphoric acid and diammonium phosphate (DAP).

India is a primary market for JPMC, characterized by long-term collaborations with both public and private Indian fertilizer companies, including joint ventures for phosphoric acid production and exclusive supply contracts. The Indian government’s focus on securing a consistent phosphate supply underscores JPMC’s vital role in this major fertilizer-consuming nation.

Beyond India, JPMC maintains strong commercial relationships with Southeast Asian countries such as Indonesia, Bangladesh, and Malaysia, as well as with important customers in Europe and North Africa. Its capacity to meet varied quality standards and regulatory frameworks establishes it as a reliable supplier in both developing and developed markets. JPMC’s export infrastructure, notably the Aqaba port, facilitates efficient and large-scale international shipments, providing a regional competitive edge.

Within the Arab world, JPMC holds a strategic position by contributing to food security and agricultural advancement through its supply of high-quality phosphate fertilizers. It engages in bilateral trade and cooperation agreements with neighboring countries and actively supports regional integration through its involvement in Arab mining and fertilizer organizations. With increasing demand for agricultural inputs in Africa and the Middle East, JPMC is well-placed to strengthen its regional presence and expand its influence in the global phosphate supply chain.

Our Operations

At JPMC, delivering high-quality products is a top priority embedded across all stages of our operations. We maintain rigorous quality control measures and adhere to international standards to ensure the reliability, safety, and effectiveness of our products.

Our main activities include phosphate extraction from our mines and the production of fertilizers and industrial chemicals at the Aqaba Industrial Complex. There, we manufacture Diammonium Phosphate (DAP), phosphoric acid, sulfuric acid, and aluminum fluoride, each produced under strict quality protocols to meet customer specifications and market expectations.

Capital Investment Volume for 2024

Eshidiya Mine



Production of regular dry and upgraded phosphate

- 2023: 297,812,243 JOD
- 2024: 299,553,140 JOD

Al-Abiad Mine



Production of regular dry and upgraded phosphate

- 2023: 30,851,635 JOD
- 2024: 31,146,017 JOD

Al-Hassa Mine



Production of regular dry phosphate

- 2023: 55,540,763 JOD
- 2024: 55,803,405 JOD

Al-Russeifa Mine



Rescreening of stock

- 2023: 4,555,406 JOD
- 2024: 4,546,956 JOD

Aqaba Industrial Complex



Production of sulfuric acid, phosphoric acid, DAP fertilizer and aluminum fluoride

- 2023: 345,555,141 JOD
- 2024: 365,277,917 JOD

Other Sites



- 2023: 14,899,586 JOD
- 2024: 15,716,383 JOD

↑ 3.05%

Total Capital Investments in 2024 amounted to: 772,043,818 JOD

(2023: 749,214,775 JOD)

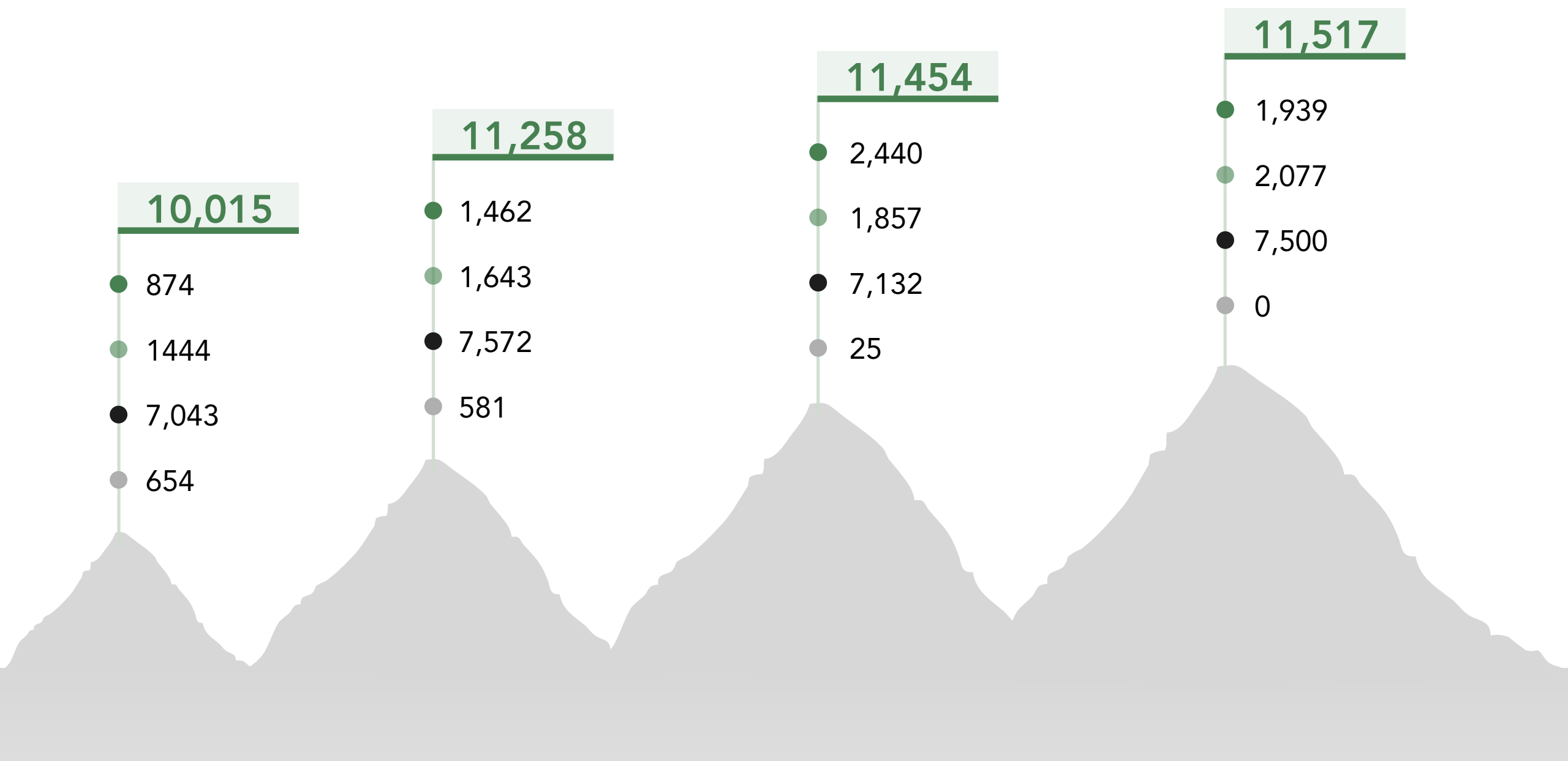
Overall, capital investments in our operations have shown a positive trend from 2023 to 2024, reflecting a 3.05% increase. While Al-Russeifa Mine remains inactive, the other key mines (Eshidiya, Al-Abiad, and Al-Hassa) have recorded slight increases in investment. Notably, the Aqaba Industrial Complex and Other Sites (which include Head Office and Phosphate Exportation Port) also saw significant growth at over 5% each, reflecting our ongoing efforts to enhancing production capacity and operational efficiency across its portfolio. This upward investment trajectory aligns with our sustainable growth objectives and strengthens our position as a leader in the phosphate industry.

Performance Highlights

Our total production of dry phosphate across all mines reached 11,516,542 tonnes in 2024, marking a modest 0.55% increase compared to 2023. This performance reflects our continued operational resilience and alignment with strategic growth objectives.

Quantities of dry phosphate production (2021-2024)

Al-Hassa Al-Abiad Eshidiya Al-Russeifa



In 2024, compared to the previous year, Eshidiya and Al-Abiad mines recorded production increases of 5.16% and 11.87% respectively, contributing significantly to the overall growth. In contrast, Al-Hassa Mine experienced a 20.54% decline in production. Al-Russeifa mine, which contributed 24,820 tonnes in 2023, ceased operations and recorded no production in 2024 due to its closure.

Between 2021 and 2024, total dry phosphate production increased by 1,502 thousand tonnes, representing a 15.0% growth over the four-year period. This reflects a steady upward trend, driven primarily by the consistent performance of the Eshidiya and Al-Abiad mines.

↑ 0.55%

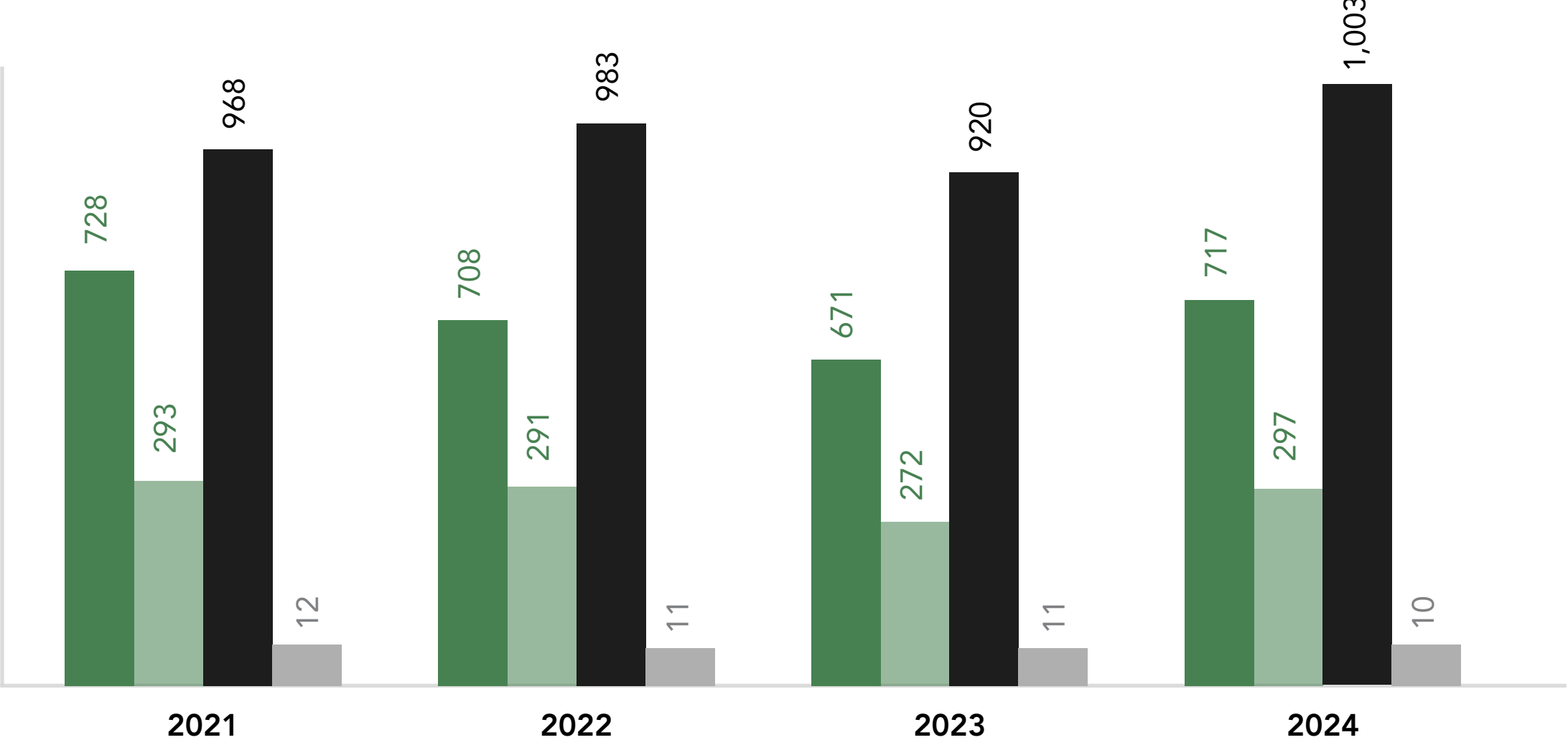
Total dry phosphate produced in 2024:

11,516,542 tonnes

(2023: 11,453,898 tonnes)

Quantities of phosphate fertilizers produced at the Industrial Complex (2021-2024)

DAP Phosphoric Acid Sulfuric Acid Aluminum Fluoride



↑ 6.81%

Total DAP produced in 2024:

716,590 tonnes

(2023: 670,905 tonnes)

↑ 12.27%

Total sulfuric acid produced in 2024:

1,033,356 tonnes

(2023: 920,390 tonnes)

↑ 9.07%

Total phosphoric acid produced in 2024:

297,000 tonnes

(2023: 272,300 tonnes)

↑ 7.86%

Total aluminum fluoride produced in 2024:

10,071 tonnes

(2023: 10,930 tonnes)

In 2024, compared to the previous year, our production levels increased across most key product lines at the Industrial Complex. Sulfuric acid recorded the highest year-on-year growth at 12.27%, followed by phosphoric acid at 9.07%, and Diammonium Phosphate (DAP) at 6.81%. These increases reflect improvements in operational efficiency and capacity utilization.

In contrast, aluminum fluoride production declined by 7.86% compared to 2023. In response, the company has initiated a comprehensive assessment to identify the underlying causes and is actively implementing process updates aimed at stabilizing and enhancing future production levels.

Between 2021 and 2024, phosphate fertilizer production at the Aqaba Industrial Complex showed modest yet steady performance across most product lines. Sulfuric acid recorded the highest growth, increasing by 35 thousand tonnes, equivalent to a 3.61% rise over the four-year period. Phosphoric acid production grew by 1.37%, while DAP production experienced a slight overall decline of 1.51%. In contrast, aluminum fluoride saw a more notable decrease of 16.67% during the same four-year period. These trends reflect stable output in core chemical products, with sulfuric and phosphoric acid production maintaining consistent performance, supporting the company's downstream fertilizer manufacturing capacity.

JPMC holds the 82nd position in the Top 100 Listed Companies in the Middle East. Additionally, the company ranks among the region's ten most influential industrial leaders, as reported by Forbes Middle East.

04 Sustainability Performance Highlights

Awards and Recognitions

We have earned key recognitions that underscore our leadership in operational excellence and sustainability, including the Gold Medal for Industrial Excellence awarded by the International Fertilizer Association (IFA) and the Fujairah International Award for Best Company in Sustainable Mining. JPMC also earned the Recognition for Excellence (R4E) certificate, demonstrating our commitment to global quality standards and stakeholder engagement. These honors reinforce our position as a leading player in the global phosphate and fertilizer industry.

Awards & Recognitions in 2024

- ★ Gold Medal for Industrial Excellence from the International Fertilizer Association (IFA)
- ★ Fujairah International Award for Best Company in Sustainable Mining (Transport and Extraction)
- ★ Jordan Quality Mark
- ★ British Safety Council Membership Certification
- ★ R4E Recognition for Excellence Certification (Recognized for Excellence)
- ★ Member of the International Fertilizer Association (IFA)



Other Awards & Recognitions




- ★ Excellence Award from the Global Business Federation
- ★ IJC received the International Safety Award from the British Safety Council (2023)
- ★ Excellence in Business Award from the World Confederation of Business (WORLDCOB) (2023)
- ★ Ranked among the Top 10 Industrial Companies in the Middle East, Forbes Middle East (2023)
- ★ Inclusion of Jordan Phosphate Mines Company in the List of the Top 100 Companies in the Middle East, Forbes Middle East (2023)
- ★ JPMC topped the list of the top 10 local economic institutions by market value (2023)
- ★ Best Practices Award, awarded by the European Society for Quality Research (ESQR) (2022)
- ★ Environmental Compliance Certification (2022)
- ★ CEO of Jordan Phosphate Mines Company Elected to the Amman Chamber of Industry (2022)
- ★ Inclusion of Phosphate Shares in the MSCI Index (2022)
- ★ Nippon Jordan Fertilizer Company (NJFC) received Award for Excellence in Occupational Safety and Health (2021–2022 Cycle)
- ★ Training Center Accreditation by IASTA (International Academic Supervisory Authority) (2008)







Certifications

We are certified on the management systems including:



Key Performance Indicators

Governance			
 Economic Impacts	1,213,273 thousand JOD Consolidated revenue	457,880 thousand JOD Consolidated net profits	
 Critical Incident Management	Zero Critical Incidents		
 Anti-Corruption	Zero Incidents of Corruption	100% Percentage of employees, governance bodies and business partners that the company's Code of Conduct has been communicated to	
 Payments to Governments	454,359 thousand JOD Dealings with the Treasury and Public Institutions in 2024		
Social			
 Health, Safety and Security	4.99 LTIFR for Employees	313 Health and safety training hours	0 Fatalities
 Employment Practices	1,877 Total employees	1,291 Total training hours	1,186 Participants in trainings
 Non-Discrimination and Equal Opportunity	No Gender pay gap	Zero Incidents of discrimination	7 Women in management positions
 Human Rights	Zero Cases of human rights violations		
 Local Communities	24,363,972 JOD Community investments		

Environment			
 Environmental Compliance	Zero Environmental fines	Zero Environmental complaints	
 Climate Change	806 MT Diesel saved	672,000 JOD Operational cost reductions	2,382 tCO ₂ e Reduction in GHG emissions from installing steam heating equipment in our Aluminum Fluoride Plant
 Water and Effluents	Zero Effluent closed loop system at Aqaba Industrial Complex		
 Waste and Tailings	20.4 million m ³ Volume of waste removed from Al-Russeifa Mine		
 Biodiversity	33,000+ Trees planted	5,000+ m ² Grass lawns planted	
 Closure and Rehabilitation	7,264 m ² Area of land rehabilitated at Al-Russeifa Mine	77.22 km ² Area of land rehabilitated at our active mines	

05 Sustainability Stewardship

Our Sustainability Compass

Guided by our dedication to environmental stewardship, social responsibility, and ethical governance, our Sustainability Compass adheres to national and international sustainability standards for business. We consider sustainability a key strategy for navigating today's complex operational landscape and fostering positive environmental and community impacts.

Advancing Jordan's National Agendas Through Sustainable Mining Leadership

Economic Modernization Vision

Jordan's Economic Modernization Vision prioritizes boosting labor market participation and enhancing the nation's position in the global sustainability competitiveness index. This Vision highlights the mining sector as a strategically important, high-value industry essential for Jordan's economic advancement and future opportunities.

JPMC's six strategic objectives are aligned with the Economic Modernization Vision drivers, positioning the company as a significant contributor to achieving national objectives and aspirations. These include:

- Increase production capacity
- Profitability and spending efficiency
- Improve customer experience
- Develop institutional performance and entrench a culture of excellence and innovation
- Develop infrastructure and asset sustainability
- Support economic, environmental, and social development

We aim to boost the mining sector's competitiveness, advance its technologies and methods, and improve environmental, social, and governance standards in the industry.

Jordan Vision 2025

JPMC's sustainability efforts support Jordan's Vision 2025 strategic objectives, which include increasing income per capita, enhancing global competitiveness, improving quality of life, and improving environmental performance. Our goal is to reduce our environmental footprint and integrate sustainable practices into all aspects of our business.

Faced with significant scarcity of water resources in Jordan, our Eshidiya Mine is developing an industrial water treatment plant to promote sustainable water management. This plant will have a maximum daily capacity of 10,800 m³ for recycling and reusing water.

To support environmental conservation efforts in Jordan, we implemented afforestation projects in both Aqaba and the Eshidiya Mine, which included planting over 30,300 trees. Additionally, we do not carry out any mining activities in areas that are normally home to any flora or fauna.

We create jobs both directly within the company and indirectly through its broader value chain. In 2024, JPMC provided training to 65 university students and 7 trainees from Jordan's Vocational Training Corporation, which focuses on workforce development.



National Climate Change Policy

JPMC aims to lower its greenhouse gas emissions, aligning with Jordan's National Climate Change Policy for 2022-2050. This policy is designed to foster environmentally sound and sustainable economic growth. It provides a national framework to help ensure all development initiatives support climate objectives, ultimately aiming to reduce greenhouse gas emissions and build resilience to climate change impacts across all sectors.

JPMC has implemented various initiatives aimed at climate change adaptation, aligning with the policy objectives of reducing vulnerability and increasing resilience to the impacts of climate change and climate variability in a proactive manner.

Some of these initiatives include:

- Electrical system optimization
- Switching our primary fuel source from diesel and fuel oil to natural gas
- Installing solar panels at our head office, with plans to expand to mine sites

Compliance with National Laws and Regulations

In compliance with national mining and fertilizer manufacturing laws, we are dedicated to environmentally, socially responsible, and economically sound mineral resource development. All mining sites are licensed, with completed environmental and feasibility studies as mandated by Mining Regulations. Furthermore, we prioritize safety standards for our workers and neighboring communities in all mining operations.

We have prioritized initiatives focused on pollution control, natural resource management, and biodiversity conservation in accordance with the mandates of the Environmental Protection Law in Jordan. In line with the Ambient Air Quality Standards, we monitor air quality to ensure pollutant levels remain within the defined limits.



Sustainability Reporting Framework

To demonstrate our commitment to sustainability, we disclose our environmental impact, social responsibilities, and governance practices in accordance with recognized sustainability reporting standards. By adhering to these standards, we aim to mitigate risks, enhance our reputation, attract investment, and ensure our long-term sustainability.

Sustainability reporting holds particular significance for the mining industry due to its substantial environmental impact, health and safety risks, effects on local populations, and governance complexities involving regulatory adherence and ethical practices. Our materiality assessment was carried out following these standards and guidelines.

1

Global Reporting Initiative – Mining Standard

JPMC identified 25 key topics from the GRI 14 Standard for the mining sector during its materiality assessment. These topics, including climate adaptation and resilience, waste, water and effluents, local communities, occupational health and safety, and anti-corruption, were referenced in determining JPMC's material topics.

2

Amman Stock Exchange – Sustainability Reporting Guidelines

As a company listed on the Amman Stock Exchange, we are committed to preparing sustainability reports in accordance with the guidelines of the Jordan Securities Commission and the Amman Stock Exchange, which include the disclosure of thirty Environmental, Social, and Governance (ESG) performance indicators identified under the ASE20 index framework for listed companies.

We also strive to align these indicators with internationally recognized frameworks, such as the principles of the World Federation of Exchanges (WFE) and the Global Reporting Initiative (GRI), ensuring transparency and reflecting our ongoing commitment to integrated disclosure for investors and stakeholders.

3

MSCI – Mining Industry Sustainability Indicators

We also considered the MSCI Sustainability Materiality Map for the Mining Industry, which reflects key sustainability issues and their impact on mining companies' ESG ratings. This helps us assess our resilience to financially significant environmental, social, and governance risks. Our stakeholders can use this to evaluate our progress towards sustainability goals and long-term financial performance.

4

United Nations – Sustainable Development Goals (UN SDGs)

Recognizing the Jordanian mining sector's crucial contribution to the nation's sustainable development goals and economy, we have assessed our performance and impact through the lens of these global goals. This evaluation has allowed us to identify specific initiatives that support each UN SDG, ensuring our long-term sustainability and alignment with Jordan's economic resilience and sustainability objectives.

06 Our Sustainability Approach

Stakeholder Engagement

To guide our strategic planning, it is vital to identify and assess issues that are significant to both our business and our stakeholders. A core principle for achieving our long-term goals is understanding how these matters impact our ability to create value over time.

We have engaged both our internal and external stakeholders in the process of defining our material topics, ensuring their perspectives are reflected in our sustainability priorities. This proactive stance ensures our business strategies are aligned with stakeholder expectations, allowing us to effectively manage potential risks and seize opportunities. By integrating stakeholder insights into our planning, we empower better decision-making, cultivate sustainable practices, and ultimately pave the way for enduring success.

Our keys stakeholders include:

Internal Stakeholders:

- ESG Reporting Committee
- Employees and Workers
- Managers and Executives
- Board of Directors

External Stakeholders

- Local Communities
- Customers
- Suppliers and Contractors
- Regulators and Government Agencies
- Investors and Shareholders
- Non-Governmental Organizations and Civil Society
- Industry Associations
- Academic and Research Institutions
- Media and General Public



Materiality Assessment

GRI 3-1



We conduct our materiality assessment through a robust process that begins with in-depth secondary research and is complemented by direct engagement with both internal and external stakeholders to capture a wide range of perspectives. This integrated method enables us to collect a blend of quantitative and qualitative input, which we then analyze rigorously to identify and finalize the list of material topics.

Our approach is designed to align with internationally recognized standards, including the GRI Standards, as well as with leading industry practices. The findings from this assessment play a crucial role in shaping how we respond to key impacts and opportunities that matter most to our organization and its diverse stakeholders. The steps involved in our materiality assessment process are outlined below:



Gap Analysis with GRI 14 - Mining Sector 2024 Standard
We conducted a thorough analysis of the GRI 14 Standard, which outlines key sustainability topics specific to the mining sector.



Gap Analysis with Relevant GRI Topic Standards
Beyond the sector-specific standard, we assessed the alignment of our current disclosures *with other applicable GRI Topic Standards, which included GRI 201-3 Benefits to Employees and Retirees, GRI 416 Customer Health and Safety, and GRI 417 Marketing and Labelling, to ensure comprehensive coverage of potential material topics.



Review of MSCI Criteria
We examined the material topics identified by MSCI for the mining industry, recognizing their relevance in aligning with benchmarks established by prominent rating agencies.



Peer Analysis
We reviewed sustainability disclosures from three leading industry peers, all of which are highly rated by MSCI. This analysis offered valuable insights into best practices and emerging trends within the sector.



Consolidation of Findings
Based on the research and benchmarking activities, we compiled a broad list of material topics. This list reflected both industry-wide concerns and issues unique to our operational context.



Departmental Engagements
We facilitated meetings with representatives from all departments to discuss and validate the preliminary list of material topics, ensuring alignment with internal priorities.



Stakeholder Engagement
We distributed a materiality survey to internal and external stakeholders to assess the importance and impact of various sustainability topics. The feedback received was used to validate and update the list of material topics in line with stakeholder priorities.



Shortlisting Material Topics
Incorporating departmental input, we refined and prioritized the list of topics to identify those that have the greatest relevance to our business performance and stakeholder interests.



Final Endorsement by Leadership
The process concluded with a dedicated workshop with our CEO, during which the shortlisted material topics were presented for final review and endorsement.

This process is informed by the principles of GRI 3: Material Topics (2021), incorporating both impact-based materiality and stakeholder inclusiveness, and aligning with sector-specific standards.

By applying a structured methodology, our materiality assessment ensures that our sustainability reporting is both credible and aligned with industry-leading standards. The outcomes of this process allow us to address the specific challenges of our industry while responding effectively to stakeholder expectations. This approach strengthens the relevance of our disclosures and reinforces our ongoing commitment to transparency and accountability throughout our operations.

Our Material Topics

GRI 3-2 | GRI 3-3

Consistent with national and international strategies, standards, and frameworks, we have defined 15 material topics to shape our sustainability strategy. To ensure continuous improvement, we track the effectiveness of actions taken for each material topic by setting and monitoring ESG key performance indicators (KPIs), guided by our strategic plan. Progress against these KPIs is evaluated regularly, with comparisons drawn from previous years' data and across our various operational sites, enabling us to identify trends, address gaps, and enhance overall performance.

Economic Impacts

The financial and social effects of a company's operations on the economy.



Jordan EMV Objectives	Jordan Vision 2025 Topic
<ul style="list-style-type: none">Grow the economyIncrease the average per capita incomeScale up/grow potential growth sectorsIncrease domestic private investmentsIncrease direct foreign investmentGrow exportsDiversify the economy	<ul style="list-style-type: none">1.3.1 Trade and Competitiveness1.3.2 Business Environment1.3.3 Access to Capital1.4.1 Economic Growth

National Climate Change Policy
<ul style="list-style-type: none">E1 Support the use of renewable energy and low-carbon fuelsF2 Institutional and human capacity strengthening for accessing international climate finance

Critical Incident Management

The preparation and response to emergencies or incidents that disrupt normal operations.



Jordan EMV Objectives	Jordan Vision 2025 Topic
<ul style="list-style-type: none">Improve quality of security and safetyImprove quality of infrastructure and utilities	<ul style="list-style-type: none">1.2.1 Rule of Law1.4.7 Infrastructure

National Climate Change Policy
<ul style="list-style-type: none">AC1 Improving the adaptive capacity of social capital at national and local levels to climate change impacts



Anti-Corruption

Preventing bribery, fraud, and unethical conduct while promoting transparency, ethical behavior, and compliance with laws and regulations.



Jordan EMV Objectives	Jordan Vision 2025 Topic
<ul style="list-style-type: none">Grow the economyIncrease the average per capita incomeScale up/grow potential growth sectorsIncrease domestic private investmentsIncrease direct foreign investmentGrow exportsDiversify the economy	<ul style="list-style-type: none">1.2.1 Rule of Law1.4.5 Transparency and Accountability

National Climate Change Policy
<ul style="list-style-type: none">F1 Institutionalizing direct access and tracking flows of climate financeLI1 Improved legal framework for enhanced climate governance

Payments to Governments

The financial contributions made to governments through taxes, fees, and other payments.



Jordan EMV Objectives	Jordan Vision 2025 Topic
<ul style="list-style-type: none">Improve governanceImprove government effectivenessDevelop digital and transparent government services	<ul style="list-style-type: none">1.4.5 Transparency and Accountability1.4.8 Macroeconomic Outcomes

National Climate Change Policy
<ul style="list-style-type: none">F1 Institutionalizing direct access and tracking flows of climate financeLI1 Improved legal framework for enhanced climate governance

Health, Safety and Security

The protection of employees and stakeholders from health and safety hazards in the workplace.

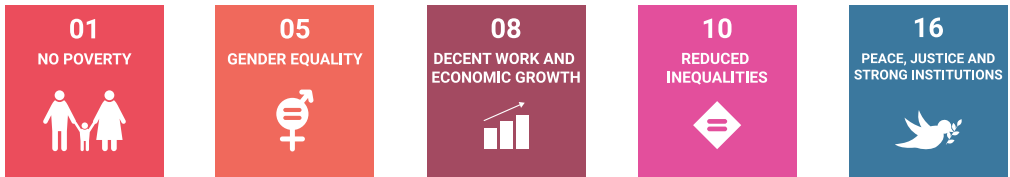


Jordan EMV Objectives	Jordan Vision 2025 Topic
<ul style="list-style-type: none">• Improve quality of health and fitness• Improve quality of security and safety• Develop a globally competitive workforce	<ul style="list-style-type: none">• 1.1.1 Health• 1.2.1 Rule of Law

National Climate Change Policy
<ul style="list-style-type: none">• H1 Enhancing the preparedness and adaptive capacity of the health sector to address climate induced health impacts and emerging diseases

Employment Practices

Fair treatment of employees, including recruitment, compensation, training, and career development.

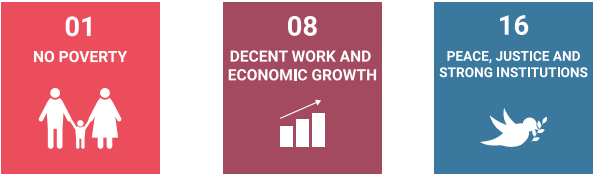


Jordan EMV Objectives	Jordan Vision 2025 Topic
<ul style="list-style-type: none">• Increase the number of jobs• Expand and upgrade technical and vocational education and training• Improve gender gap in workforce• Develop a globally competitive workforce	<ul style="list-style-type: none">• 1.1.4 Participation in the Workforce• 1.1.5 Employment

National Climate Change Policy
<ul style="list-style-type: none">• ER1 Integrating climate change in educational curricula at all levels

Human Rights

The fundamental rights and freedoms entitled to every person, ensuring dignity and equality.



Jordan EMV Objectives	Jordan Vision 2025 Topic
<ul style="list-style-type: none">• Advance societies• Improve quality of rule of law enforcement	<ul style="list-style-type: none">• 1.2.1 Rule of Law• 1.2.2 Citizenship

National Climate Change Policy
<ul style="list-style-type: none">• GY1 Women and youth mainstreaming in climate change



Non-Discrimination and Equal Opportunity



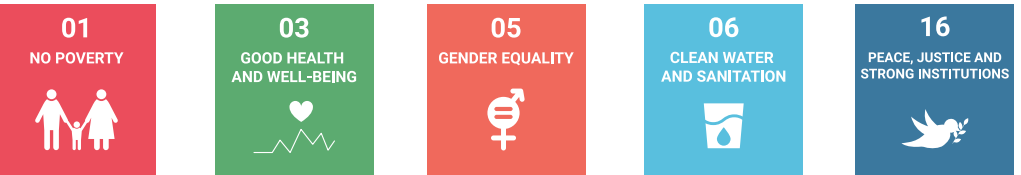
Ensuring equal treatment and opportunities for all individuals, regardless of their background or identity.

Jordan EMV Objectives	Jordan Vision 2025 Topic
<ul style="list-style-type: none">• Advance female economic empowerment• Improve gender gap in workforce• Advance societies• Improve educational base and knowledge pool	<ul style="list-style-type: none">• 1.1.4 Participation in the Workforce• 1.2.2 Citizenship

National Climate Change Policy
<ul style="list-style-type: none">• GY1 Women and youth mainstreaming in climate change

Local Communities

The impact of operations on nearby communities, addressing social, economic, and environmental concerns.



Jordan EMV Objectives	Jordan Vision 2025 Topic
<ul style="list-style-type: none">• Improve quality of community affairs and engagement• Improve quality of public facilities and services• Increase the number of jobs• Reduce unemployment among Jordanians	<ul style="list-style-type: none">• 1.2.3 Families and Local Communities• 1.2.4 Poverty and Disadvantaged Community

National Climate Change Policy
<ul style="list-style-type: none">• GY1 Women and youth mainstreaming in climate change• A2 Promote integrated land use planning practices• LI3 Improving stakeholder coordination for climate inclusiveness

Environmental Compliance

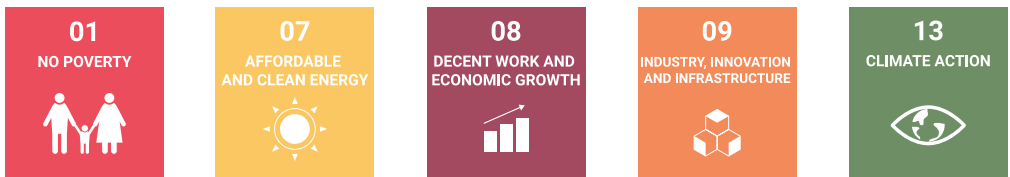
Adherence to environmental laws, standards, and regulations.



Jordan EMV Objectives	Jordan Vision 2025 Topic
<ul style="list-style-type: none">Improve governanceImprove quality of environment and climate changeImprove quality of rule of law enforcement	<ul style="list-style-type: none">1.2.1 Rule of Law1.4.6 Resource Security and Management
National Climate Change Policy	
<ul style="list-style-type: none">L11 Improved legal framework for enhanced climate governance	

Climate Change

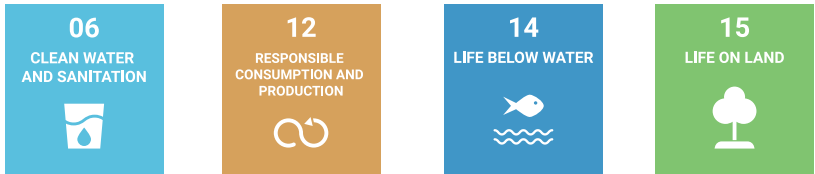
The impact of human activities on the global climate, leading to risks such as temperature rise and extreme weather.



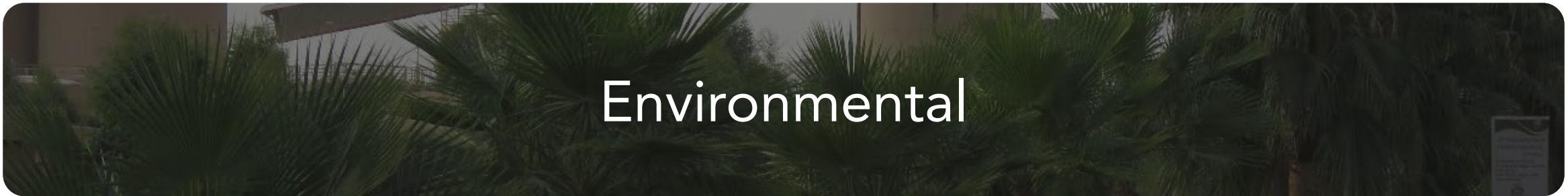
Jordan EMV Objectives	Jordan Vision 2025 Topic
<ul style="list-style-type: none">Promote green economic growthReduce production-based emissionsIncrease renewable energy sourcesReduce air pollutionPromote environmental culture and behavior	<ul style="list-style-type: none">1.4.6 Resource Security and Management
National Climate Change Policy	
<ul style="list-style-type: none">E1 Support the use of renewable energy and low-carbon fuelsIP1 Reducing greenhouse gases from industrial processesCZ1 Improving the social, natural and economic resilience of coastal areas to climate change impacts	

Water and Effluents

The management of water use, treatment, and effluent discharge to protect water quality and ensure sustainability.



Jordan EMV Objectives	Jordan Vision 2025 Topic
<ul style="list-style-type: none">Improve quality of infrastructure and utilitiesPromote green economic growthImprove waste recycling and re-useReduce environmentally induced health problems	<ul style="list-style-type: none">1.4.6 Resource Security and Management2.5.1 Water, Land and Natural Resources
National Climate Change Policy	
<ul style="list-style-type: none">W1 Support water supply, conservation, and related infrastructure development	



Waste and Tailings

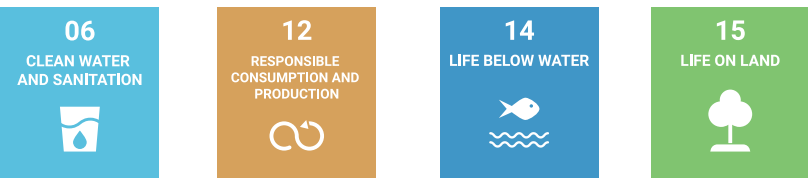
The management of waste materials and byproducts, ensuring their safe disposal and minimal environmental harm.



Jordan EMV Objectives	Jordan Vision 2025 Topic
<ul style="list-style-type: none">Reduce waste generationImprove waste recycling and reuseIncrease value generated from circular economyPromote environmental culture and behavior	<ul style="list-style-type: none">1.4.6 Resource Security and Management
National Climate Change Policy	
<ul style="list-style-type: none">WM1 Promote a circular waste economy	

Biodiversity

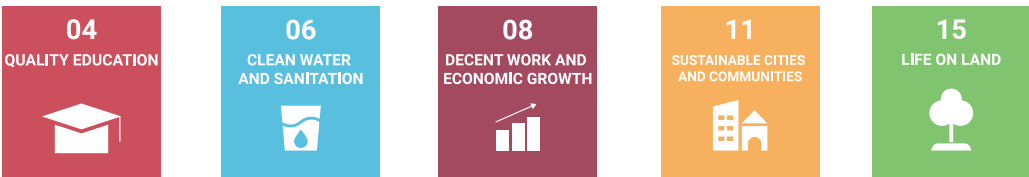
The variety of life forms in a given area, including ecosystems and species.



Jordan EMV Objectives	Jordan Vision 2025 Topic
<ul style="list-style-type: none">Improve quality of infrastructure and utilitiesPromote green economic growthImprove waste recycling and re-useReduce environmentally induced health problems	<ul style="list-style-type: none">2.5.1 Water, Land and Natural Resources1.4.6 Resource Security and Management
National Climate Change Policy	
<ul style="list-style-type: none">EB1 Promotion of working landscapes with ecosystem services to improve agro-biodiversityEB2 Enhance climate adaptive capacity in ecosystems and protecting ecosystem services	

Closure and Rehabilitation

The process of decommissioning operations and restoring the land to a natural or usable state.



Jordan EMV Objectives	Jordan Vision 2025 Topic
<ul style="list-style-type: none">Improve quality of environment and climate changeImprove quality of infrastructure and utilitiesReduce environmentally induced health problems	<ul style="list-style-type: none">1.4.6 Resource Security and Management2.5.1 Water, Land and Natural Resources
National Climate Change Policy	
<ul style="list-style-type: none">A2 Promote integrated land use planning practicesEB2 Enhance climate adaptive capacity in ecosystems and protecting ecosystem services	

07 Good Governance


Strong governance underpins all of our activities. We are committed to building corporate governance frameworks and oversight mechanisms that meet the highest standards of business ethics. This commitment begins with our Board of Directors, who supervise our governance practices. Our dedication to responsible business conduct means rigorously following local and national laws, respecting international human rights including labor rights, and strongly committing to environmental protection, public health, and safety. This holistic approach ensures our operations meet the ethical, legal, and social expectations of our global stakeholders and communities.

The Board of Directors of JPMC consists of nine members, elected by shareholders, to oversee the company’s governance. Each director is accountable for representing shareholder interests, managing the company ethically and diligently, and pursuing JPMC’s long-term objectives. This structure facilitates effective oversight, transparency, and ethical business conduct throughout the company.



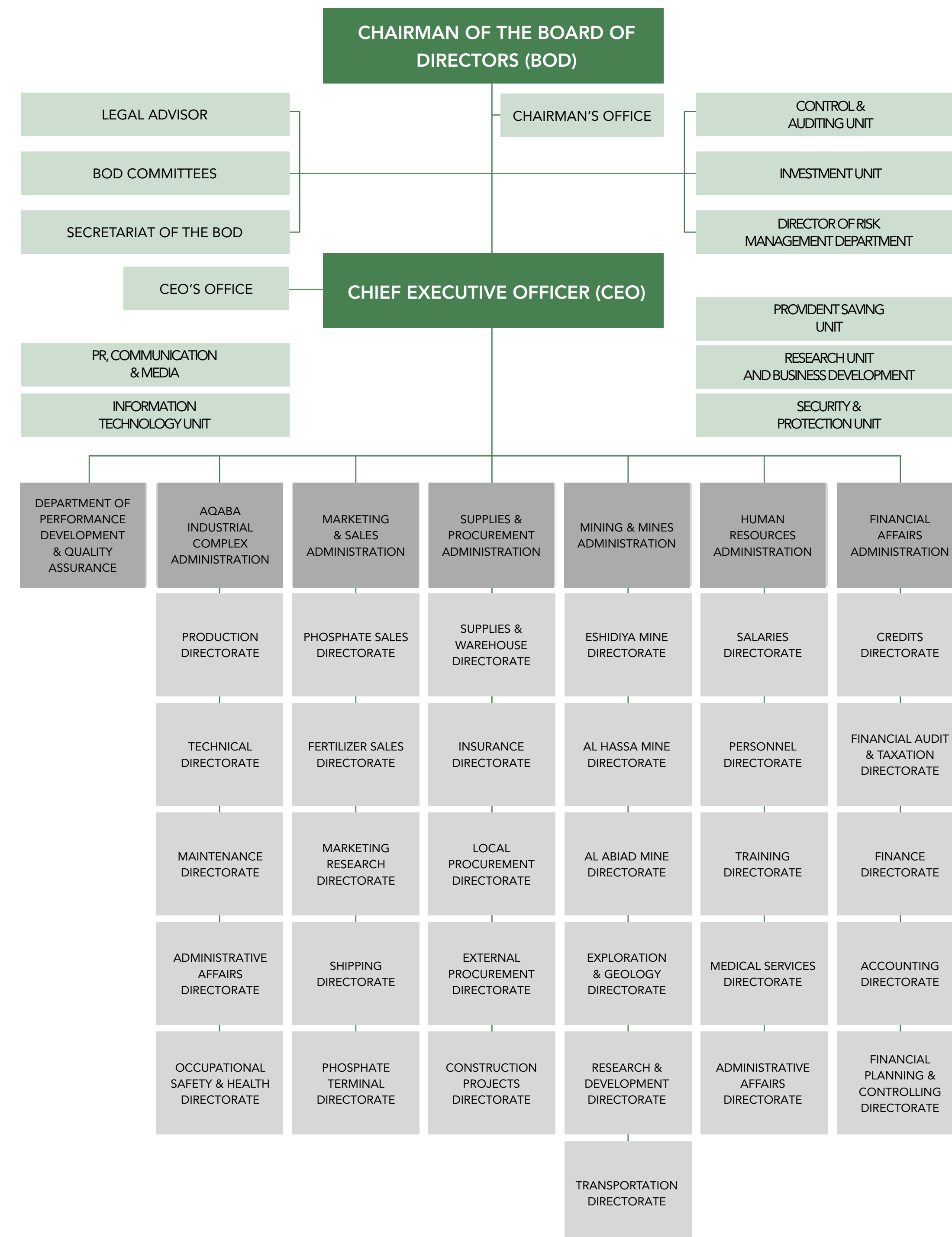
Board Committees

JPMC employs several specialized board committees to improve oversight and decision-making. These committees consist of selected Board Members, have specific responsibilities, and report directly to the Chairman. They leverage in-depth expertise to guide particular areas. Their duties include, but are not limited to:

-  **Audit Committee:** Supervises the accounting, control, and auditing operations in the company.
-  **Nominations and Remuneration Committee:** Establishing and reviewing the policies related to granting bonuses, benefits, incentives, and salaries in the company.
-  **Risk Management Committee:** Monitoring various types of risks that the company may face, assessing them, and reviewing them with all the company’s departments.
-  **Governance Committee:** Establishing written work procedures to implement the provisions of corporate governance instructions and reviewing them periodically, as well as assessing their application in the company annually.

In addition, five other committees offer focused guidance and oversight: Tender, Raw Material Procurement, Production and Marketing, Investment, and Donation and Local Community Support. These committees operate within their specific areas of expertise.

Organizational Structure



Transparency and Disclosure

To foster stakeholder trust, JPMC prioritizes transparency through open communication and consistent updates regarding financial results, sustainability efforts, and corporate governance. Detailed information is readily available in our annual report and on our website, serving as essential resources for stakeholders.

JPMC’s commitment to strong corporate governance and ethical conduct cultivates responsible decision-making. This integrity and transparency aim to generate enduring value for shareholders, employees, communities, and all stakeholders.



Conflict of Interest

Overseen by the Board of Directors, the Audit Committee reviews all transactions involving related parties to prevent any conflicts of interest. The internal audit unit, adhering to the International Standards for the Professional Practice of Internal Auditing within the International Professional Practices Framework (IPPF), ensures robust controls over these transactions. These transactions are disclosed in accordance with the International Financial Reporting Standards (IFRS) guidelines and are included in the company’s financial statements. In addition to the internal control and auditing unit’s activities, an external auditor is appointed annually to examine the financial statements.

Policies and Procedures

JPMC’s operational policies and procedures provide clear guidance and ensure legal compliance. We maintain comprehensive Environmental, Quality, and Operational Health & Safety (OH&S) policies that fully adhere to local laws. Our management systems are aligned with ISO 9001 for quality management, ISO 45001 for occupational health and safety, ISO 14001 for environmental management, and ISO 31000 for risk management. This alignment ensures our operations meet stringent global standards for safety, quality, and environmental responsibility.

Our policies are consistently communicated to all employees and relevant personnel within our operations to ensure they are understood and applied uniformly. This systematic approach to dissemination reinforces our commitment to safety, quality, and environmental protection throughout the company.




Code of Conduct

Our Employee Code of Conduct sets out the core values, responsibilities, and expected behaviors that guide all employees and organizational activities. It promotes integrity, transparency, accountability, and respect for human rights, while ensuring that all interactions, both internal and external, reflect the company’s ethical standards.

Employees are required to review, understand, and comply with the provisions of the Code. The company ensures that the Code is accessible to all employees, clients, and relevant stakeholders, reinforcing transparency and shared accountability. The Board of Directors, executive management, and department heads are responsible for overseeing the implementation and enforcement of the Code across all operations.

The Code includes policies on fair treatment, anti-discrimination, workplace safety, responsible use of company resources, confidentiality, conflict of interest, anti-corruption, and fraud prevention. It also establishes disciplinary procedures and sets expectations for professional behavior in employee relationships and interactions with clients, company leadership, fellow employees, and reporting staff.

Other Policies

-  **Environmental Policy:** JPMC’s environmental policy focuses on effective waste management, reduced air emissions, and relevant employee training. The company routinely monitors its progress against the policy’s objectives and evaluates the environmental management system’s effectiveness.
-  **OHS Policy:** The company’s Occupational Health & Safety (OHS) policy focuses on preventing workplace injuries, illnesses, and property damage. This is achieved through defined measures for managing OH&S hazards and mandatory training programs for all employees and personnel within the Industrial Complex.
-  **Quality Policy:** Our quality policy aims to improve quality assurance processes, including claim handling, to ultimately increase customer satisfaction.

Procedures

-  **Administration Affairs:** Administration Affairs: Company vehicle management is organized and overseen by a defined procedure. This procedure specifies the responsible personnel and outlines the necessary documentation for implementation.
-  **Performance Appraisal:** Our annual performance evaluation process assesses both employees and trainees. The procedure is structured in two distinct sections, outlining specific steps and assigned responsibilities for each group.
-  **Training:** Our training and development procedure focuses on identifying the specific training requirements of each department to improve employee skills. This procedure acts as a framework for creating and approving the Annual Training Plan.
-  **Exploration and Mining Permits:** Obtaining exploration and mining permits requires collaboration with government bodies, including the Ministry of Energy and Mineral Resources, Energy and Minerals Regulatory Commission, Ministry of Environment, Ministry of Agriculture, and the Department of Land and Survey. Following the acquisition of mining rights, further essential studies, such as environmental impact assessments and thorough feasibility studies, are conducted as outlined in the procedure.system’s effectiveness.
-  **Recruitment:** Our yearly recruitment begins with analyzing the needs of different departments. The documented procedure details the steps for hiring both new staff and trainees, including their subsequent training, and specifies the individuals responsible at each stage.

Economic Impacts

Direct Economic Impacts

GRI 3-3 | GRI 201-1

Our economic performance remains a material topic due to our significant contributions to national revenue, mineral production, and employment within Jordan’s mining sector. As one of the country’s largest corporations and a global leader in phosphate production, JPMC plays a vital role in supporting Jordan’s economic growth and stability. Our financial results, production levels, and contributions to public revenues are key indicators of our continued impact. In line with our commitment to transparent reporting, the following section presents the main financial and operational outcomes recorded in 2024.

↑ 0.14%	Total Assets: 2,148,192 thousand JOD	(2023: 2,145,177 thousand JOD)
↓ 1.30%	Consolidated Revenues: 1,213,273 thousand JOD	(2023: 1,229,234 thousand JOD)
↑ 2.47%	Consolidated Net Profits: 457,880 thousand JOD	(2023: 446,828 thousand JOD)
↑ 15.77%	Dealings with the Treasury & Public Institutions: 454,359 thousand JOD	(2023: 392,351 thousand JOD)

Quantity Metrics	2023 (tonnes)	2024 (tonnes)
Fertilizer Production	670,905	716,590
Fertilizers Exportation	671,958	730,074
Phosphate Production	11,453,898	11,516,542
Phosphate Sales	11,212,000	11,310,000
Phosphate Exportation	6,844,000	7,022,000

In 2024, JPMC achieved notable increases across all key production and export metrics. Fertilizer production rose by 6.81%, while fertilizer exports increased by 8.65%, reflecting expanded capacity and stronger international demand. Phosphate production also saw a modest growth of 0.55%, while phosphate sales and export quantities grew by 0.87% and 2.60%, respectively. These positive trends demonstrate our ongoing operational efficiency and enhanced market responsiveness, supporting both economic performance and supply chain resilience.

Indirect Economic Impacts

GRI 203-1 | GRI 203-2 | GRI 3-3

In 2024, our company continued to generate significant indirect economic impacts, reinforcing our positive contribution to the local economy and wider community. With a total workforce of 1,877 employees, we remain a key employer and a driving force for professional development through tailored learning and upskilling opportunities. Our commitment to local employment is further reflected in our subcontractor policies, which require that approximately 60% of their workforce be sourced from surrounding communities. To further demonstrate this commitment, 71.3% of JPMC’s total workforce is composed of individuals from local communities.

We also maintain a strong focus on community engagement, ensuring our efforts align with local priorities. In 2024, our total donations across various sectors amounted to 24,363,972 JOD representing a 30.6% increase compared to 18,652,761 JOD in 2023. Similarly, the number of university students who received training rose from 36 in 2023 to 65 in 2024, marking an increase of approximately 80% and the number of trainees from Jordan’s Vocational Training Corporation rose from 5 to 7, resulting in a 40% increase.

These integrated efforts demonstrate our long-term commitment to sustainable development and corporate responsibility. By investing in people and local infrastructure, we aim to generate lasting economic and social value for the communities in which we operate.



Brand Trust and Product Compliance

GRI 3-3 | GRI 417-2 | GRI 417-3

Maintaining brand trust is achieved through consistent product quality and proactive customer engagement. We measure effectiveness via continuous feedback mechanisms and market responsiveness. Our active participation in industry associations, such as ISO, the Amman Chamber of Industry, the International Fertilizer Association (IFA), and others, demonstrates our dedication to global best practices and advocacy for sustainable industry standards.

We uphold stringent internal procedures to ensure transparency, safety, and environmental responsibility across all our product and service offerings. We mandate full disclosure of component sourcing to maintain quality standards and verify supply chain integrity. Additionally, we provide detailed information on product composition, particularly concerning substances that may pose environmental or social risks, ensuring our offerings align with sustainability goals and regulatory requirements.

In 2024, we confirmed zero incidents of non-compliance with Jordanian or international regulations concerning product labeling or marketing communications. This underscores our adherence to legal and ethical standards in all operational aspects.

Critical Incident Management

GRI 3-3 | GRI 306-3 | GRI 14.15.3 | GRI 14.15.4

At JPMC, our paramount concern in the event of an incident at any of our facilities is a swift and effective response. Our immediate priority is to safeguard our personnel, assets, and all stakeholders, while simultaneously minimizing any potential damage. This proactive approach is fundamental to protecting our team's well-being, preserving operational integrity, and ensuring a rapid return to normal activities with minimal impact on our community and environment.

Our operational sites each have tailored emergency response plans that outline preventive measures and rapid response procedures for various scenarios including fires, medical emergencies, natural disasters, and extreme weather conditions. These plans are designed to ensure the safety of workers, protect the environment, and minimize material losses. Key components include evacuation protocols, communication systems, designated assembly points, incident command structures, coordination with local authorities, and compliance with Jordanian safety regulations. To ensure continuous improvement and compliance, we review our emergency plans and measures annually across all sites, with oversight from the Civil Defense. Emergency equipment such as fire extinguishers, first aid kits, and warning sirens are distributed across mine sites, supported by on-site medical clinics. The plans also establish communication protocols with external entities like the Civil Defense Directorate, local hospitals, and security agencies, and include documentation, reporting, and recovery procedures to support rapid resumption of operations.

We have first responders stationed at each mine site. These include trained personnel from the respective occupational safety department, employees who have completed operational safety training, and nursing staff available at the on-site clinics 24/7 to ensure immediate response capability across all locations. We are pleased to report that JPMC recorded no significant spills or critical incidents in 2024. This achievement underscores the effective implementation of our comprehensive risk management system, which is ISO 31000 certified.

Approach to Risk Management

Our risk management process is comprehensive, aiming to keep strategic and operational risks within acceptable limits. This involves detailed procedures for identifying, evaluating, and documenting risks. While the Risk Management Department has ultimate responsibility, each department collaborates to identify activity-specific risks, establish controls, and classify them.

The Risk Management Department collaborates with relevant departments to create a Risk Matrix that suggests responses based on risk levels. This plan requires approval from the Risk Management Committee. The effectiveness of the Risk Management Plan is maintained through regular follow-up and evaluation. Annually, departments work with the Risk Management Department to review the Risk Matrix, integrating feedback to potentially modify risk assessments and control procedures.

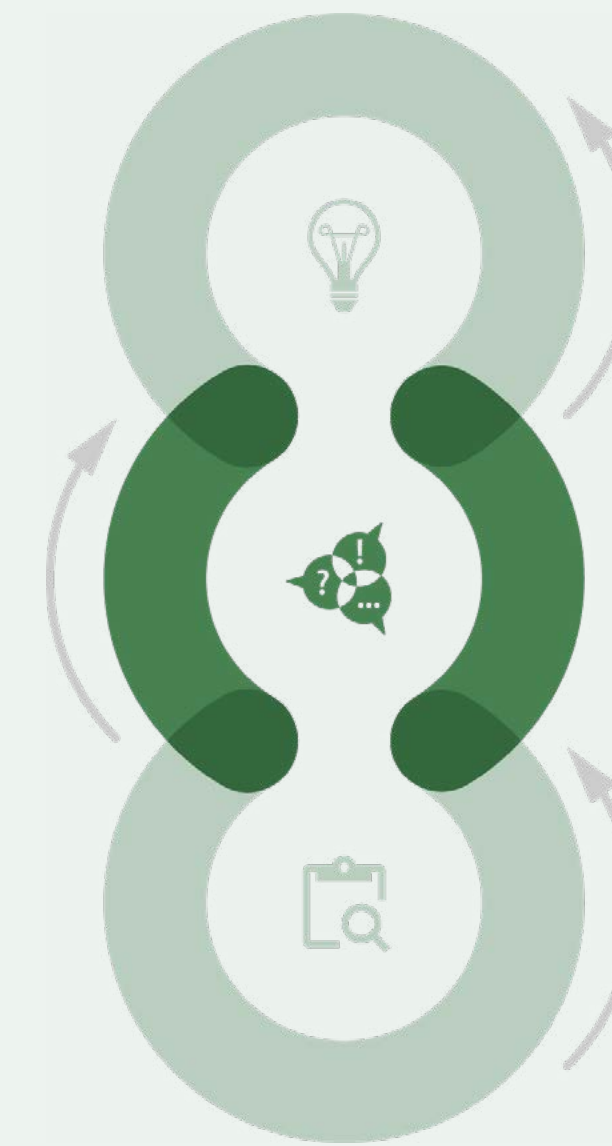
To support governance oversight, risk-related reports are submitted to the Chief Executive Officer, who then escalates them to the Board Risk Management Committee as appropriate. This structured reporting channel ensures that critical risk insights are communicated effectively and regularly to the highest decision-making levels.

For consistent implementation of risk management practices at the operational level, JPMC has designated Risk Ambassadors at every mine site. These ambassadors play a vital role in promoting a culture of risk awareness, supporting risk owners in identifying, assessing, and monitoring risks, and maintaining up-to-date risk registers. They also serve as liaisons between their respective departments and the Risk Management Department, facilitating effective communication and alignment on risk-related matters.

The Risk Management Methodology includes periodic review and monitoring, conducted annually or as needed, to ensure its continued relevance and effectiveness. Performance indicators, such as reduced incidents from identified risks, decreased financial losses from mitigated risks, and improved audit outcomes, are used to measure the methodology's impact. These indicators help evaluate the effectiveness of risk management strategies and support JPMC's proactive risk management approach across the company.

JPMC employs a Risk Management Guide to encourage proactive risk management across the company. This guide serves as the Risk Management Department's foundational document, outlining the complete risk management lifecycle. It specifies the necessary requirements and procedures at each stage: before, during, and after risk management activities.

Our risk management process encompasses:



Risk Identification: This involves identifying risks, understanding their causes and effects, and outlining related activities. Each identified risk is assigned a unique number for tracking. This process utilizes methods like interviews, self-assessments, and the Delphi technique. Departmental managers are responsible for participating in this process and undergoing the necessary training.

Risk Analysis: The Risk Management Department, in collaboration with liaison officers and related departments, evaluates new risks and tracks changes in existing ones. This process involves assessing risk types, sources, classifications, and statuses using probability values, asset weighting, inherent risk assessments, control documentation, and residual risk evaluations.

Risk Assessment: After analyzing potential risks, their level is assessed, and they are then prioritized. This prioritization informs the proposal of necessary control measures.

As part of our commitment to responsible risk management, we also assess the potential negative ESG impacts associated with our operations through a comprehensive risk tolerance and acceptance framework. This framework incorporates key risk categories, including those related to ESG. We regularly evaluate these risks and implement appropriate mitigation plans to proactively address and minimize potential adverse impacts.

Looking Ahead: Enhancing Our Risk Management Framework

Recognizing the evolving landscape of risk and the imperative for even greater resilience, JPMC has initiated a significant project at the close of 2024 to revamp our entire risk management framework. This strategic undertaking is aimed at transitioning our current system to a robust, enterprise-wide Enterprise Risk Management (ERM) system for implementation in 2025.

This enhancement will further strengthen our ability to anticipate, assess, and strategically manage risks across all facets of our operations, driving continued long-term success and sustainability. In parallel, the Risk Management Department's procedures manual is currently being developed to encompass all aspects of risk management and control within the company, ensuring alignment with the updated ERM approach and providing clear guidance across all departments.



Anti-Corruption

GRI 3-3 | GRI 205-1 | GRI 205-3

We are committed to the highest ethical standards, conducting business with integrity and transparency with employees and partners. Our commitment to business integrity includes recognizing the fight against corruption as both an ethical and legal imperative for any responsible organization. We adhere to all relevant Jordanian laws and regulations, including the Jordanian Integrity and Anti-Corruption Law, which prohibits offering, promising, giving, or accepting undue advantages.

JPMC maintains a zero-tolerance policy toward bribery and corruption, supported by comprehensive internal procedures outlined in the Employee Code of Conduct. These policies prohibit the misuse of authority for personal gain, acceptance of inappropriate gifts or hospitality, favoritism, nepotism, and conflicts of interest. All employees are required to acknowledge these rules and report any suspected violations. To ensure transparency, the company also maintains a registry of gifts received.

During the reporting period, 100% of our operations were assessed for risks related to corruption. No instances of corruption were reported, and no significant corruption-related risks were identified through the risk assessment process. Our procedures for obtaining exploration and mining permits are clearly defined and overseen by the internal legal department to ensure full compliance with applicable regulations.

As part of our anti-fraud framework, responsibility for detecting and preventing fraud, embezzlement, and misconduct is assigned to senior management and designated leaders. A dedicated Fraud Prevention Committee has been established to investigate violations, and employees are required to commit to the fraud policy alongside the Code of Conduct. Staff from departments such as HR, legal, internal audit, and finance are trained to handle investigations, and external specialists are engaged when needed. These efforts are further supported by the implementation of corporate governance policies that strengthen accountability and oversight.

Zero Instances of corruption in 2024

Mechanisms for Seeking Advice and Raising Concerns

We are committed to maintaining the highest standards of integrity, ethics, and responsible business conduct. In support of this commitment, we have established clear and accessible channels for both internal and external stakeholders to seek guidance and raise concerns in a safe and confidential manner.

Employees are encouraged to seek advice regarding the implementation of our policies and practices by communicating directly with their line managers or the Human Resources Directorate.

To report potential violations, unethical behavior, or misconduct, we offer several confidential reporting mechanisms, including:

- Direct email communication with HR, Legal, or Compliance teams
- In-person reporting to designated personnel
- Suggestion and complaints boxes available at select locations

External stakeholders, including local community members, may report grievances through the local municipalities in areas where we operate or by contacting us directly via the telephone number listed on our website. We also maintain regular communication with stakeholders and relevant government entities at every operational site to ensure transparency, accountability, and responsiveness to concerns.

All reported concerns are documented, investigated, and addressed in accordance with our relevant investigation procedures. We strictly enforce non-retaliation and take appropriate measures to protect the identity of individuals who raise concerns in good faith.

Payments to Governments

GRI 3-3 | GRI 207-1 | GRI 207-2 | GRI 207-3

JPMC prioritizes meeting tax obligations to maintain stakeholder trust and protect its reputation. A robust tax compliance framework, overseen by the Chief Financial Officer, includes quarterly reviews of tax procedures. This proactive approach aims to mitigate risks related to tax controversies, penalties, and reputational damage.

To ensure fiscal responsibility, we proactively calculate tax expenses, considering past audit results from the Income and Sales Tax Department, to prepare for potential audit outcomes. This meticulous calculation forms the basis of our tax provision.

We ensure tax integrity by employing an external, independent tax consultant who rigorously reviews and approves our tax practices. This process guarantees compliance and effective risk mitigation through unbiased expertise, adding crucial transparency and accountability to our tax operations. This external oversight is key to maintaining trust and our commitment to ethical tax management.

In 2024, our income tax payments of 145 million JOD contributed meaningfully to Jordan’s economic growth. For a comprehensive understanding of our financial performance and governance, we invite stakeholders to review our 2024 Annual Report, which provides detailed financial statements and disclosures.



Political Contributions and Spending

GRI 415-1

We do not make any political contributions, either monetary or in-kind, directly or indirectly, to any political organizations or entities.

08 Our People and Communities

Health, Safety and Security

We were honored with the Gold Medal for Industrial Excellence by the International Fertilizer Association (IFA) in 2024. This award recognizes our outstanding contributions to the fertilizer industry, particularly its exemplary performance in operational safety and environmental stewardship. As part of IFA's Industry Stewardship Champions program, JPMC demonstrated leadership by excelling in the rigorous Safety, Health and Environment (SHE) benchmarks, reflecting its commitment to global best practices in quality, production, and competitiveness on both the regional and international stages.

Occupational Health and Safety

GRI 3-3 | GRI 403-4 | GRI 403-6

Protecting the health and safety of employees, contractors, communities, and other stakeholders is a fundamental responsibility in the mining industry. A safe and healthy workforce leads to higher engagement, motivation, and productivity, while also limiting operational issues and legal risks. This dedication to health and safety is essential for achieving excellence and sustainability in our operations.

Occupational Health and Safety Management System (OHSMS)

GRI 403-1 | GRI 403-3 | GRI 403-8

To cultivate a safety-focused culture, we have established an Occupational Health and Safety Management System (OHSMS). Endorsed by top management, this system aligns with leading industry standards to protect our personnel's health and safety, proactively manage risks, and ensure effective emergency response. The OHSMS is strategically designed to enhance safety throughout all our operations, providing a secure working environment for everyone.

JPMC's Occupational Health and Safety Management System (OHSMS) undergoes regular review and auditing to ensure continuous improvement and enhance workplace health and safety performance. These periodic assessments monitor progress and reinforce the company's commitment to high safety standards and improved health outcomes. Within our industrial complex, we have established the following OH&S objectives:

- **Ensure Safe Working Conditions:** By upholding secure work environments, we strive to decrease the occurrence of injuries and damage to property.
- **Prevent Occupational Diseases:** We aim to eliminate work-related illnesses by identifying and managing potential risks.
- **Implement Control Measures:** To protect our employees, we prioritize engineering controls as the main way to manage workplace hazards.
- **Conduct Health Surveillance and Education:** Worker health is regularly monitored, and safety awareness is promoted through education on occupational health and safety hazards.
- **Provide Training:** To ensure preparedness for emergencies, workers are trained in the proper use of safety equipment and firefighting protocols to mitigate potential risks.
- **Establish Comprehensive Systems:** Our operational activities are governed by comprehensive systems that include regular checks, management of change protocols, and corrective measures. These systems ensure continuous safety and compliance.

Our Occupational Health and Safety (OH&S) Policy demonstrates our strong commitment to employee well-being. This policy establishes a proactive risk management approach and a systematic process for improving workplace safety. Achieving ISO 45001 certification for our industrial complex highlights our dedication to operational excellence and sustainability. This globally recognized standard confirms our commitment to a safe and healthy work environment for all employees.

Our Phosphate Exportation Port adheres to high health and safety standards by aligning its procedures with ISO 45001 certification requirements. Integrating ISO 45001 into our core business enhances our risk identification and mitigation capabilities and reflects our dedication to the continuous improvement of employee welfare.

OHS Monitoring and Measurement

A robust OHS Monitoring and Measurement system is critical for any organization committed to workplace safety. This system facilitates the identification and mitigation of potential hazards, ensures adherence to safety regulations, and cultivates a strong safety-conscious culture among employees. By enabling proactive risk management and the continuous evaluation of safety performance, it drives ongoing improvements in overall safety.

The management team at Aqaba Industrial Complex, including the Executive Manager, Managers, and Superintendent, are committed to OHS legislation. To ensure compliance with OHS goals and identify improvement opportunities, they employ a monitoring and measurement system. This system encompasses all activities with potential OHS impact within the complex. The MM-OHS/0900 procedure details this process and includes the OHS/910 OHS Inspection System, OHS/920 Safety Equipment Inspection System, OHS/930 Workplace Measurement, and OHS/940 Medical Monitoring sub-sections.

Employee Wellbeing at Work

GRI 403-2 | GRI 403-9 | GRI 403-10

Employee welfare and success are central to our organizational culture, encompassing health, safety, and well-being. To support our growing operations, we are committed to implementing an efficient Occupational Health and Safety Management System (OHSMS) that will ensure continuous improvement in our safety performance.



Zero Fatalities



Zero Incidents of ill-health



54 Recordable work-related injuries



Lost time injury frequency rate (LTIFR):
- Employees: 4.99
injuries per 1,000,000 hours worked



	Injuries	Ill-Health	Total
Head Office			
Fatalities	0	0	0
Recordable incidents	1	0	1
Eshidiya Mine			
Fatalities	0	0	0
Recordable incidents	9	0	9
Al-Abiad Mine			
Fatalities	0	0	0
Recordable incidents	5	0	5
Al-Hassa Mine			
Fatalities	0	0	0
Recordable incidents	3	0	3
Aqaba Industrial Complex			
Fatalities	0	0	0
Recordable incidents	3	0	3
Phosphate Exportation Port			
Fatalities	0	0	0
Recordable incidents	2	0	2
Total	23	0	23

The employee incident data represents the number of cases registered with the Social Security Corporation. These figures do not indicate the severity of the injuries. As for occupational health and safety data for non-employees, it is collected by a contracted third party. However, the company was unable to report this data in the current report due to its unavailability at this time.

Location	Employee Working Hours
Head Office	343,200
Eshidiya Mine	1,530,264
Al-Abiad Mine	600,000
Al-Hassa Mine	350,000
Aqaba Industrial Complex	1,502,784
Phosphate Exportation Port	284,160
Total	4,610,408

The recorded injuries, including those at mine sites and the industrial complex, primarily consist of physical injuries such as fractures, wounds, and muscle tears. Additionally, work-related illnesses such as asthma are specifically associated with production processes at the industrial complex. No work-related ill-health were recorded in 2024. Following investigations of similar incidents in previous years, corrective measures were taken to prevent recurrence.

We are committed to decreasing workplace health and safety incidents through mandatory, in-depth training for all employees at the Industrial Complex. This education focuses on hazard identification, adherence to safety procedures, and proactive accident prevention. Our goal is to cultivate a strong safety culture throughout the company by empowering our workforce with essential knowledge and skills. More details on health and safety training courses can be found in the Trainings section of this report.

Customer Health and Safety

GRI 3-3 | GRI 416-1 | GRI 416-2 | GRI 417-1

At JPMC, we ensure that all our products are accompanied by comprehensive Material Safety Data Sheets (MSDS) that comply with both Jordanian regulations and international standards across all export markets. Each major product category is thoroughly assessed for health and safety considerations, with MSDS documents continuously reviewed and updated. These sheets provide essential safety information, including clear handling and usage guidelines, storage requirements, and emergency response procedures, thereby promoting safe use and minimizing risks for end-users. Additionally, we address product disposal and potential environmental or social impacts, outlining corrective measures for any issues that may arise during use. This approach aligns with global best practices to safeguard workers, customers, and the environment.

These protocols cover all of our products, with compliance assessed through real-world monitoring to ensure no operational or regulatory issues occur. In 2024, JPMC achieved zero incidents of non-compliance related to product labeling, hazard communication, or safety documentation. This outcome reflects our robust internal review procedures, ongoing employee training programs, and unwavering commitment to regulatory excellence.

By maintaining these high standards, JPMC underscores its position as a responsible global supplier, committed to transparency, safety, and sustainability throughout our operations.



Employee health and safety are integrated into our risk management and emergency response protocols. Our Risk Based Inspection (RBI) System facilitates the identification, assessment, management, and ongoing monitoring of potential operational risks through our risk management approach. The key health and safety risks identified in our operations include: falling from heights, risk of fire outbreaks, and asthma. We have taken various actions to minimize health and safety risks and cultivate a secure workplace. Some of these actions include:

- Conducted specialized training for employees working with ammonia
- Collaborated with third-party companies for routine safety audits on ammonia tanks
- Implemented a work permit system for accessing specific areas to ensure employee safety
- Established a dedicated Health and Safety Department to deliver training for employees
- Distributed first-aid kits and fire extinguishers across all operational sites
- Provided personal protective equipment (PPE) and all necessary safety equipment required for employees to perform their tasks
- Inspected equipment and machines on a regular basis

We have also implemented various initiatives focused on enhancing the workplace and guaranteeing safety at work. Some of these initiatives include:

- Fire alarm systems were installed in several facilities, including storage facilities in 2001, the Facilities Unit in 2006, and the sulfuric acid and phosphoric acid plants, also in 2006.
- In 2008, safety was improved at the phosphate unloading station through rehabilitation and the installation of a dust suction system. This was followed in 2009 by the installation of smoke detectors in management premises, maintenance planning areas, and the restaurant.
- To enhance security, infrastructure improvements were implemented, including the rehabilitation of fencing walls, the installation of speed tables, and the construction of protection fences around ammonia storage facilities to restrict unauthorized access.
- Upgrading the fertilizer plant to minimize ammonia gas emissions which includes modernizing equipment and processes.

JPMC is committed to maintaining a secure and supportive workplace for its employees, and continues to invest in systems, infrastructure, and training to strengthen occupational health and safety across all operations.

Security Practices

GRI 410-1

JPMC prioritizes the safety and security of its operations, personnel, and assets through a comprehensive approach that combines internal protocols with specialized external expertise. All security personnel deployed at company sites are contracted through a third-party provider that exclusively employs individuals with military or police backgrounds. These professionals already underwent formal training in human rights and specific security procedures through their military or police career, ensuring their alignment with both ethical standards and operational requirements.

To strengthen on-site safety, JPMC collaborates with external security experts and has implemented enhanced protocols across its mining locations. This includes advanced surveillance systems, strict access controls, and highly trained security teams. These integrated measures help prevent unauthorized access, mitigate potential threats, and safeguard business continuity, reinforcing our commitment to maintaining a secure environment and promoting a culture of safety throughout our operations.

Employment Practices

JPMC prioritizes its employees through a ‘people-first’ culture built on safety, ethics, engagement, inclusion, and rewarding opportunities. This commitment is evident in our strategic focus on attracting and retaining top talent, enhancing workforce capabilities, and supporting local communities through philanthropic initiatives.

Our structured recruitment process ensures we meet staffing needs across all operational sites, including the Head Office, Phosphate Exportation Port, Industrial Complex, and the Al-Hassa, Al-Abiad, and Eshidiya mines. To anticipate annual workforce requirements, the process follows a systematic structure:



We have 670 engineers and technicians, reflecting our ongoing investment in sustainable growth and operational excellence. Our skilled professionals have introduced fresh perspectives, fostered innovation, and contributed to more efficient organizational practices, enhancing our commitment to continuous improvement.

Labor Practices and Workforce Management

In accordance with Jordanian Labour Law, no forced or child labor was identified in our operations or supply chain during the reporting period, upholding our firm commitment to human rights. All workers performing activities for the company are paid above the national minimum wage regardless of their employment status. The company does not employ part-time workers, making related provisions not applicable. Key operational sites are defined based on production volume and the nature of work-related risks.

Ratio of our standard entry-level wage compared to minimum wage in 2024: 1.35

Workforce transfers fall into two categories: those due to operational necessity and those taken as disciplinary measures. These decisions are reviewed by site-level Human Resources committees and escalated to the central HR department. In cases of termination, procedures are conducted in compliance with company bylaws and the Labour Law, including the issuance of a formal one-month warning letter. If the employee is registered under Social Security, the company may proceed with dismissal. Such actions are communicated transparently and in advance to ensure clarity for all employees.

We have a collective bargaining agreement in place through the General Union for Workers in the Mining Sector, officially approved by the Ministry of Labor. The agreement includes provisions for notice periods and consultation in the event of major operational changes.

To support employees during transitions such as retirement or termination, the company offers structured assistance programs. These include compensation equivalent to two months’ salary for each year of service, up to 23 years, plus an additional six months, in addition to transportation, housing support, and transition bonuses. In Aqaba, housing options are provided for both single employees and families to facilitate smooth transitions.

Employee Management

GRI 3-3 | GRI 401-1 | GRI 401-2 | GRI 401-3 | GRI 405-1 | GRI 415-1 | GRI 14.9.6

Our company prioritizes a high-performing workforce by providing extensive learning and development opportunities. This empowers our employees and ensures strong performance, while also strategically aligning their growth and succession with our organizational objectives.

The Nominations and Compensations Committee is crucial for determining competency requirements for senior management and staff. Their responsibilities include setting strict selection criteria and creating strong succession plans. This committee also drafts and regularly assesses compensation policies covering salaries, bonuses, benefits, and incentives to ensure they align with our strategic goals and promote a positive work environment. Company-wide HR policies undergo periodic reviews to ensure they remain current and effective. As of December 31, 2024, we had a workforce comprising 1,877 full-time employees (FTE).

Employee Breakdown

We provide a detailed overview of the company’s workforce composition by age, gender, employee category and operational site.

Location	Age Group	Male	Female
Head Office	Under 30	15	5
	30 to 50	80	43
	Above 50	20	3
Eshidiya Mine	Under 30	82	0
	30 to 50	476	0
	Above 50	36	0
Al-Abiad Mine	Under 30	10	0
	30 to 50	161	0
	Above 50	26	0
Al-Hassa Mine	Under 30	10	2
	30 to 50	104	7
	Above 50	19	2
Aqaba Industrial Complex	Under 30	153	3
	30 to 50	407	18
	Above 50	59	2
Phosphate Exportation Port	Under 30	32	0
	30 to 50	88	4
	Above 50	7	1
Research and Quality Unit - Al-Russeifa	Under 30	0	0
	30 to 50	1	0
	Above 50	1	0
Total of All Locations		1,787	90

Breakdown by Employee Category and Age Group

Employee Category	2023	2024
Senior Management		
Male	7	7
Female	3	1
Middle Management		
Male	34	34
Female	6	6
Staff		
Male	2,017	1,745
Female	88	84
Total	2,155	1,877

Age Group	2023	2024
Senior Management		
Under 30	0	0
30 to 50	3	3
Above 50	7	5
Middle Management		
Under 30	0	0
30 to 50	24	24
Above 50	16	16
Staff		
Under 30	373	312
30 to 50	1,475	1,362
Above 50	257	155
Total	2,155	1,877

We experienced a decrease in our total workforce in 2024, with an overall reduction of approximately 12.9% compared to the previous year. This was primarily due to a large number of employees reaching 23-25 years of service, making them eligible for retirement under the incentive program with Social Security. Consequently, many long-serving employees chose to retire during the reporting period.

New Hires and Turnover Breakdown

Location	Age Group	Male	Female
Head Office	Under 30	6	1
	30 to 50	2	2
	Above 50	3	0
Eshidiya Mine	Under 30	22	0
	30 to 50	4	0
	Above 50	0	0
Al-Abiad Mine	Under 30	1	0
	30 to 50	1	0
	Above 50	0	0
Al-Hassa Mine	Under 30	4	2
	30 to 50	0	0
	Above 50	0	0
Aqaba Industrial Complex	Under 30	31	2
	30 to 50	3	0
	Above 50	2	0
Phosphate Exportation Port	Under 30	5	0
	30 to 50	1	0
	Above 50	0	0
Research and Quality Unit - Al-Russeifa	Under 30	0	0
	30 to 50	0	0
	Above 50	0	0
Total New Hires		85	7

4.90% New Hires as a Percentage of Total Employees



Location	Age Group	Male	Female
Head Office	Under 30	0	0
	30 to 50	16	5
	Above 50	23	9
Eshidiya Mine	Under 30	1	0
	30 to 50	78	0
	Above 50	60	0
Al-Abiad Mine	Under 30	0	0
	30 to 50	24	0
	Above 50	18	0
Al-Hassa Mine	Under 30	0	0
	30 to 50	39	0
	Above 50	41	0
Aqaba Industrial Complex	Under 30	10	0
	30 to 50	24	0
	Above 50	20	0
Phosphate Exportation Port	Under 30	1	0
	30 to 50	4	0
	Above 50	3	0
Research and Quality Unit - Al-Russeifa	Under 30	0	0
	30 to 50	6	0
	Above 50	5	0
Total Turnover			



Turnover as a Percentage of Total Employees: 20.62%

This increase was largely due to retirements under the incentive system with Social Security.

(2023: 12.02%)

Breakdown for Local Employment

Location	Male	Female	Total Local Employees	Total Employees	Percentage Local Employees
Head Office	19	14	33	168	19.64%
Eshidiya Mine	495	0	495	594	83.33%
Al-Abiad Mine	154	0	154	197	78.17%
Al-Hassa Mine	114	11	125	144	86.81%
Aqaba Industrial Complex	407	20	427	642	66.51%
Phosphate Exportation Port	101	3	104	132	78.79%
Total	1,290	48	1,338	1,877	71.28%

We report the proportion of local employees within our workforce, emphasizing our commitment to supporting local communities. In the context of hiring practices, “local” refers to individuals residing in the vicinity of the operational area. This approach fosters local employment and contributes to community development. The Head Office has also hired employees who are considered local with regards to the rest of their operational sites, reflecting 19.64% of its workforce.

71.3% Percentage of Employees Who Are Local



Employee Breakdown for Parental Leave

Location	Male	Female
Head Office	6	1
Eshidiya Mine	47	0
Al-Abiad Mine	28	0
Al-Hassa Mine	18	2
Aqaba Industrial Complex	68	0
Phosphate Exportation Port	11	0
Total	178	3

During the reporting period, all employees who took parental leave successfully returned to work. Additionally, two female employees resumed their duties following maternity leave, while another employee at the Al-Hassa Mine will complete her maternity leave in 2025. Importantly, all employees who took either maternity or paternity leave remain employed and actively contributing to the company’s operations.

Breakdown of Workers Who Are Not Employees

Location	Workers Who Are Not Employees
Head Office	54
Eshidiya Mine	127
Al-Abiad Mine	18
Al-Hassa Mine	24
Aqaba Industrial Complex	205
Phosphate Exportation Port	113
Total	541

Workers who are not employees are individuals whose work and/or workplace is controlled by the organization, but they are not directly employed by the company.

Performance Appraisal Procedure

Our employee and trainee performance appraisal procedure is a carefully designed process with the goals of assessing performance, providing feedback, and identifying training needs to foster continuous improvement. This process is crucial for inclusive human resource management and ensuring that individual performances support our overall strategic objectives. The steps involved are:

For Employees	For Trainees
<p>1. Initiation: The annual sustainability appraisal cycle starts in the fourth quarter of each year. Departments and sites are notified via email when the evaluation process begins.</p> <p>2. Evaluation: Employee evaluations are conducted by direct supervisors and are based on job-specific performance metrics relevant to each role.</p> <p>3. Feedback: Employee performance evaluation results are discussed individually with each employee to ensure clear and shared understanding. Supervisors offer constructive feedback and create formal recommendations during these meetings.</p> <p>4. Resolution of Objections: Employees can raise concerns with HR, who will offer clarifications or additional information to resolve objections.</p> <p>5. Approval and Documentation: The CEO reviews completed evaluations, provides recommendations, and grants final approval. Approved evaluations are then sent to the headquarters’ Human Resources department for official documentation.</p>	<p>1. Quarterly Evaluation: Direct supervisors assess trainees quarterly on their development and whether they should continue their employment.</p> <p>2. Review: Human Resources receives and approves the evaluations after their completion to guarantee uniformity and impartiality.</p> <p>3. Final Review: The CEO examines trainee feedback and offers further suggestions to ensure alignment with JPMC’s strategic staffing goals.</p>

Benefits Provided to Employees

GRI 3-3 | GRI 201-1 | GRI 201-3 | GRI 403-6

JPMC is committed to offering its employees in Jordan a competitive, fair, and transparent compensation and benefits package that adheres to Jordan’s Labor Law. This strategy aims to attract and retain high-caliber talent while ensuring their well-being and job satisfaction. The company’s comprehensive benefits package includes health care, parental leave, and retirement plans, demonstrating its dedication to fostering a supportive and inclusive workplace where team members can succeed in their careers and personal lives.

Metric	2023 (JOD)	2024 (JOD)
Total salaries, allowances, bonuses	49,014,850	40,945,397
Salaries and allowances	41,521,804	33,722,193
Production bonuses	6,297,589	6,041,486
Other bonuses	1,195,457	1,181,719

Housing Loans

In accordance with specific terms and conditions, the company offers its employees a one-time, interest-free housing loans.

	2023	2024
Total housing loans given (JOD)	49,014,850	52,791,415
Housing loans disbursed per year (JOD)	2,003,156	3,000,575
Total number of employees receiving housing loans	2,282	2,380
Number of employees receiving housing loans per year	54	98
Maximum housing loan per employee (JOD)	40,000 or 200x basic salary	35,000 or 200x basic salary

↑ 6.04%

Total housing loans increased from 2023, reflecting the company’s continued support for employee welfare and housing needs.

Healthcare Benefits

We deliver high-quality healthcare to more than 10,000 employees and their families across all locations and offer health insurance to 8,770 retirees in 2024, compared to 7,853 retirees in 2023, reflecting an increase of approximately 12%. The number of beneficiaries among employees and their families remained stable at around 10,000 for both years. The company works with accredited medical professionals nationwide and adheres to pricing approved by authorities, prioritizing the health of employees and retirees. Since 2015, the remote computerization of medical services has enhanced access and reduced redundant treatments via an integrated system.

In 2024, the total cost of treatment for employees and their families was 2,669,000 JOD, representing a 17.6% decrease compared to 3,239,000 JOD spent in 2023. This reduction in costs reflects JPMC’s continued efforts to improve healthcare efficiency and cost management while maintaining high service quality.

Other Benefits

In addition to core healthcare and financial support, JPMC provides a range of other benefits designed to enhance employee well-being and work-life balance.



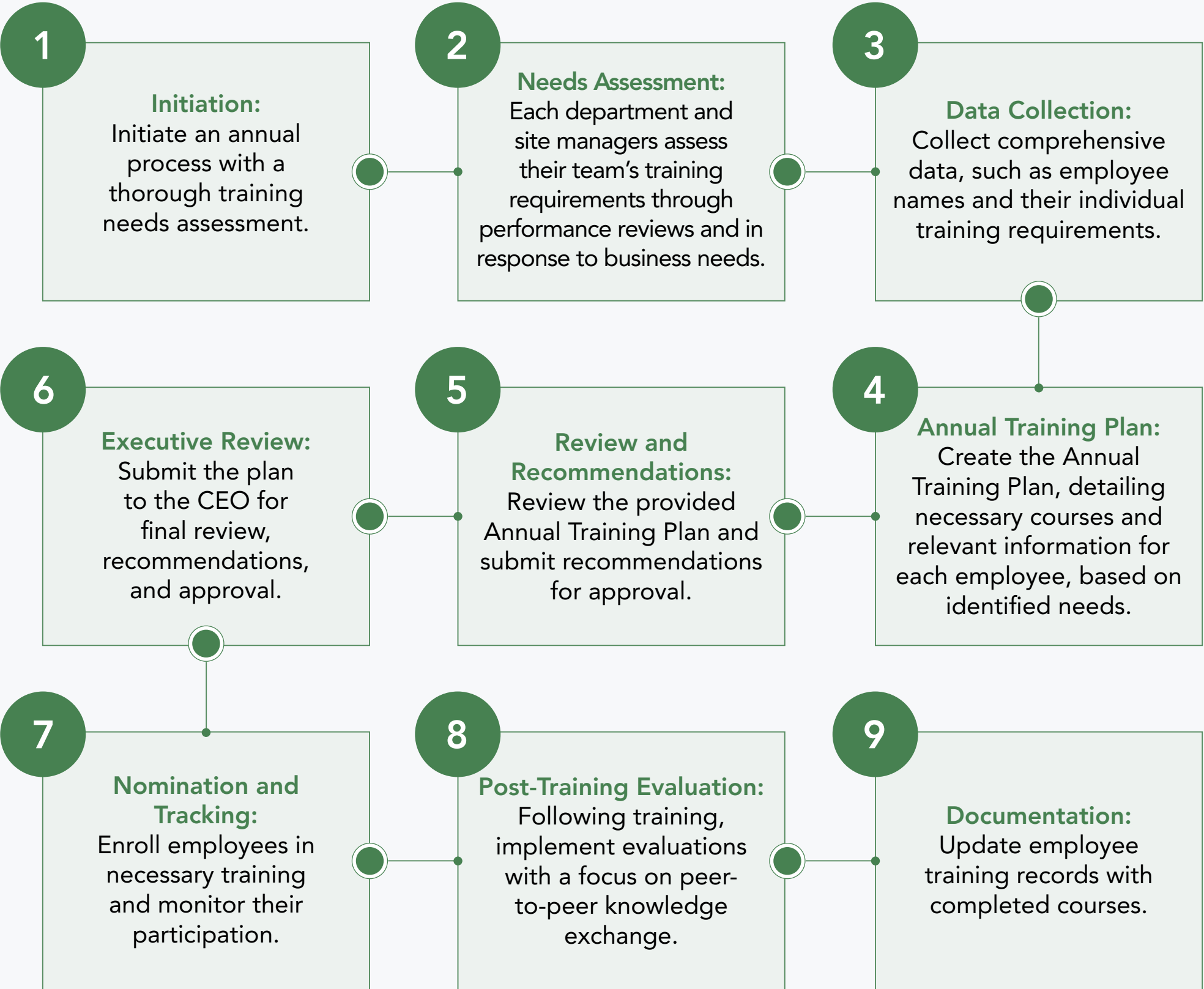
Training and Education

GRI 3-3 | GRI 402-1 | GRI 403-5 | GRI 404-1 | GRI 404-2 | GRI 404-3

Cultivating an engaged and excellent workforce requires accessible and regular skill development opportunities. We are committed to employee training and development, addressing strategic business needs and individual career goals. Our culture prioritizes employee growth and skill enhancement, which is vital for safe, efficient operations and exceptional customer service. This commitment empowers employees, fosters innovation, and enables ownership. Through a comprehensive talent management system, we develop skilled professionals via targeted competency management, leadership development, and personalized growth initiatives.

To enhance employee performance and career growth across the company, we’ve established a detailed training needs assessment plan. This plan will pinpoint skill gaps, allowing us to deliver targeted training programs.

Our approach to employee training needs assessment and delivery is structured as follows:



Trainings in 2024

In 2024, we offered extensive training to 1,186 employees. These programs aimed to improve diverse skills across different functional areas:

-  **Administrative Skills:** Training aimed at enhancing administrative skills.
-  **Accounting Skills:** Courses designed to improve accounting techniques and financial management skills.
-  **Technical Skills:** Training tailored to boost specialized technical skills relevant to our industry.
-  **Professional Development:** Attending conferences and seminars to enhance professional development and boost operational effectiveness.

We delivered a wide range of training courses in 2024, with 125 sessions covering essential areas such as management, planning, and reporting with courses like Certified EFQM Assessor, PMP, risk management, and financial reporting. Our health and occupational safety programs included first aid, CPR, firefighting, working at heights, and hazardous materials handling to ensure workplace safety. Technical trainings focused on operations, maintenance, and engineering, offering sessions on electrical insulation, hydraulic systems, and renewable energy technologies. Energy, environment, and sustainability topics were also emphasized through workshops on solar energy, green hydrogen regulations, and environmental impact assessments.

Additionally, security and emergency preparedness trainings such as cyber security, factory security, and emergency drills were conducted to enhance organizational resilience. Complementary sessions in public relations, laboratory systems, internal factory orientation, and participation in key industry conferences further enriched the learning experience across all departments.

Metric	Hours 2023	Hours 2024	Employees 2023	Employees 2024	Sessions 2023	Sessions 2024
Administration and Accounting Courses	644	366	595	315	56	35
Technical Courses	200	394	173	327	26	33
Public Safety Courses	842	313	573	506	43	41
Other Conferences and Seminars	145	218	50	38	14	16
Total Training	1,831	1,291	1,391	1,186	139	125

In 2024, the company maintained a strong commitment to employee development, with a particular emphasis on expanding Technical Courses, which saw significant increases in training hours and participant numbers. Additionally, participation in Other Conferences and Seminars grew, reflecting ongoing support for diverse professional development opportunities.

While there was a decrease in total training hours and sessions compared to 2023, this was largely due to a strategic shift focusing resources on priority training areas. Some reductions were observed in Administration and Accounting as well as Public Safety training, which correspond with evolving operational needs and workforce planning.

Overall, the company continues to prioritize targeted, high-impact training programs that enhance employee skills, promote safety, and drive organizational effectiveness.

1,531,126 hours total number of training hours in 2024

815 hours average training hours per FTE



Health and Safety Trainings

We conduct a comprehensive series of Health and Occupational Safety trainings designed to enhance workplace safety awareness and preparedness across the company. In 2024, the training program covered essential topics such as First Aid, CPR, burns treatment, fractures, and choking emergencies, delivered through multiple sessions to ensure proficiency. Specialized courses included Working at Heights, Confined Space Entry, and Electrical and Mechanical Safety Risks, alongside foundational and general safety courses to reinforce core safety principles. Emphasis was also placed on proper use of Personal Protective Equipment (PPE), firefighting techniques, ladder and scaffolding safety, chemical hazard management, and safe handling and storage of hazardous materials. Additionally, employees received training on emergency permits, drug risk awareness, and civil defense procedures, complemented by practical emergency drills. This robust training curriculum reflects our commitment to fostering a safe and healthy working environment through continuous education and preparedness.

Metric	2023	2024
Total H&S Training Hours	842	313
Number of H&S Sessions Held	43	41
Number of Participants	573	506

In 2024, the Health and Safety (H&S) training programs experienced a notable reduction in total training hours and participants compared to 2023. Total training hours decreased by 62.83%, while the number of participants dropped by 11.69%. However, the number of H&S sessions held remained relatively stable, with only a slight decrease from 43 sessions in 2023 to 41 sessions in 2024. This consistency in session frequency underscores the ongoing commitment to employee safety and awareness, with a shift toward more efficient and targeted training approaches aimed at maximizing impact within shorter timeframes.

↓ 63%

Total number of training hours on H&S topics in 2024: 313 hours

(2023: 842)

Workforce Transition and Operational Changes

Employee transfers within the company are managed under two categories: transfers for operational needs and transfers as a result of disciplinary action. These decisions are not made unilaterally; rather, each site has a Human Resources committee that reports to the central Human Resources Department. In cases of termination, procedures are aligned with the Jordanian Labour Law, with the provision of a one-month notice period. When an employee is registered under Social Security, the company may proceed with dismissal following legal requirements. These actions are not taken abruptly, and employees are informed as soon as a decision is confirmed to ensure transparency throughout the process.

Collective bargaining agreements are in place through the General Trade Union of Workers in Mining and Metal Industries, with approval from the Ministry of Labour. These agreements cover essential elements such as notice periods and consultation protocols in the event of significant operational changes.

To support employees during career transitions, including retirement or termination, the company offers several forms of assistance. These include financial compensation of two months’ salary for each year of service (with a cap of 23 years) plus an additional six months’ pay. Transition packages also cover transportation and housing, with accommodations provided in Aqaba for both single individuals and families. These measures are designed to promote continued employability and ease the transition process for affected employees.

Human Rights

GRI 3-3 | GRI 408-1 | GRI 409-1

Respect for human rights is a core value embedded in all aspects of JPMC’s operations. This commitment forms the basis of our organizational policies and standards and is reflected in our approach to labor practices, inclusion, and stakeholder engagement. We proactively strive to enhance the dignity and well-being of all individuals connected to our activities, and we are fully prepared to take swift and appropriate action should any adverse human rights impacts be identified.

Our policies prioritize inclusion, diversity, and well-being, with zero tolerance for harassment, bullying, or victimization. By integrating these values into our daily operations, we foster a positive workplace culture and contribute to innovation, employee engagement, and community trust, which are all essential components of sustainable growth. In 2024, JPMC maintained an inclusive work environment, free from discrimination and gender-based pay disparities, with a track-record of zero recorded incidents of human rights abuse.

We prioritize working with suppliers located in countries that uphold human rights and actively avoid sourcing from high-risk regions. We also favor partnerships with large international companies that are expected to maintain robust human rights policies due to their global operations and reputational commitments.

We continue to strengthen our organizational culture by supporting a workforce that reflects a wide range of experiences and identities, including differences in age, gender, ethnicity, religion, disability, education, and national origin.



Zero recorded incidents of human rights abuse

Child and Forced Labor

GRI 3-3 | GRI 408-1 | GRI 409-1 | GRI 414-1 | GRI 414-2

JPMC is fully aligned with national labor laws and international human rights conventions prohibiting child labor, forced labor, and modern slavery. In 2024, no operations or suppliers were identified as posing significant risks related to child labor or forced labor, and no suppliers were classified as high-risk in this regard. Consequently, no additional mitigation measures were required. We have screened some of our new suppliers for social criteria. These proactive steps support our continued commitment to responsible sourcing and upholding the highest labor standards across our value chain.

Zero operations or suppliers identified as posing significant risks related to child or forced labor



We are committed to respecting child labor laws and strictly prohibit the employment of individuals under the legal working age across all our operations. This commitment is upheld through comprehensive policies and procedures designed for thorough age verification of every employee. Such continuous monitoring and strict enforcement are essential to safeguard the rights and welfare of minors, especially in high-risk sectors like mining.



Freedom of Association and Collective Bargaining

GRI 3-3 | GRI 14.20.3 | GRI 407-1

JPMC is committed to upholding internationally recognized human rights, including the right to freedom of association and collective bargaining. This commitment is demonstrated through our active engagement with the Jordanian General Labor Union of Workers in Mines and Mining, fostering open communication and collaboration between management and employees to promote fair and equitable labor practices.

During the reporting period, no operations or suppliers were identified as being at significant risk of violating these rights, indicating full alignment with national labor laws and international standards. Consequently, no additional measures were deemed necessary to uphold these rights. Furthermore, no strikes or lockouts were recorded during the period, reflecting the company's efforts to maintain constructive labor relations and workplace harmony.

Non-Discrimination and Equal Opportunity

GRI 3-3 | GRI 202-1 | GRI 202-2 | GRI 405-2 | GRI 406-1

Inclusion and Diversity

JPMC is committed to fostering a diverse, inclusive, and respectful workplace where all employees are treated equitably and empowered to reach their full potential. Our policies emphasize zero tolerance for discrimination, bullying, harassment, or victimization, ensuring a safe and supportive environment for all.

This commitment extends across all dimensions of diversity, including age, gender, ethnicity, religion, disability, education, and national origin. By embedding these values into our business decisions, we strengthen innovation, employee engagement, and community relations, all of which are essential for long-term sustainability and growth.

In 2024, we continued to advance our inclusive and fair workplace culture. At significant operational locations, defined by production volume and operational risk, senior management roles are partially filled by individuals from the local community. The term "local" includes those residing within Jordan and those living near the specific site of operation.

There were no differences in basic salary or total remuneration between women and men across all employee categories at significant operational sites. Additionally, no incidents of discrimination were reported during the year, reflecting the success of our inclusive practices and commitment to equal opportunity for all.

We are currently engaging with Jordan's Diversity Trailblazers Awards by IFC, in recognition of our commitment to advancing opportunities for women in the workplace, where we are to be recognized as Champions in February 2025.



Local Procurement

GRI 204-1

Approximately half the company’s procurement budget is spent on local suppliers, with local defined in two ways: suppliers based within Jordan in relation to the company as a whole, and suppliers operating in proximity to each mining site. Key operational sites are identified based on production volume and the level of operational risk, and supplier sourcing is aligned accordingly to promote local economic development.

- ≈ 50% of our total suppliers are local
- ≈ 50% of our procurement budget is spent on local suppliers



Local Communities

GRI 3-3 | GRI 14.10.4 | GRI 203-1 | GRI 413-1 | GRI 413-2

Committed to societal well-being and long-term prosperity, we strive to positively influence our local communities. We actively engage local stakeholders to conduct community needs assessments, enabling us to understand critical social, environmental, and economic challenges. Informed by these assessments, we strategically deploy our resources to meet society’s evolving needs. Our significant investments underscore our dedication to community engagement. In 2024, JPMC directed 24,363,972 JOD in investments and charitable contributions to support continuous needs.

Type of Donation	2023 (JOD)	2024 (JOD)
To Official and Public Institutions	4,267,069	3,625,892
To Education and Scholarships	918,592	1,038,084
To Health Sector	3,629,505	175,070
To Municipalities and Services	725,692	328,042
To Youth, Sports, and Culture	293,029	324,135
To Social Development and Volunteer Work	682,630	1,698,092
To Infrastructure Projects	8,136,244	17,174,657
Total Donations	18,652,761	24,363,972

Total donations increased by 30.6% from 2023 to 2024, demonstrating a stronger commitment to social responsibility. Notably, the company focused more heavily on areas with significant increases, including Education and Scholarships (+13%), Social Development and Volunteer Work (+148%), and Infrastructure Projects (+111%), reflecting our dedication to supporting community growth and sustainable development.

24,363,972 JOD Total Donations in 2024



Community Engagement and Local Support in Eshidiya

At the Eshidiya, extensive efforts were made to contribute to local infrastructure and community development. In partnership with the Ma’an Municipality, the company provided a total of 400,000 JOD to fund developmental projects from 2020 through the end of 2024. In addition, the company supplied surveying equipment to support land and construction initiatives. Medical services in Ma’an were strengthened through the provision of essential medical equipment and devices to the Ma’an Governmental Hospital.

Support to Hussein University included the donation of specialized equipment, including an ambulance and agricultural tools. In the education sector, computer laboratories were established at Al-Jafr Girls Secondary School, and prefabricated, furnished classrooms were provided to the Muthalath Eshidiya School. The company also arranged daily transportation and on-site housing for teachers serving in Eshidiya village.

To address basic needs in the Eshidiya and Al-Mudawwara communities, the company facilitated the daily delivery of potable water to Eshidiya village and distributed food packages during Ramadan.

Case Study: Supporting National Infrastructure Through Road Rehabilitation

As part of our long-standing commitment to sustainable development and community well-being, we fully funded the rehabilitation and expansion of the Ma’an-Eshidiya Road, a 62-kilometer route connecting key southern regions of Jordan. The project, launched in October 2024 with a total investment of 15.6 million JOD, aims to improve road safety, support regional development, and enhance access to the Eshidiya mine site and surrounding communities.

The project includes the comprehensive maintenance and expansion of the existing road between the Al-Jafr junction and the Eshidiya junction, extending toward the Eshidiya Mine. In many sections, the road width will be increased by 3 meters, reaching a final width of 10-11 meters. The works also involve full resurfacing with asphalt, and the redesign and rehabilitation of the Eshidiya junction entrances and exits.

To enhance traffic safety and sustainability, the project includes reflective signage, warning systems, concrete and plastic barriers, speed bumps, and guidance reflectors, therefore ensuring a safer and more efficient transport corridor for road users, mine workers, and local residents.

The Ministry of Public Works and Housing commended JPMC’s initiative as a model for public-private partnership, emphasizing that the project reflects the company’s commitment to its social responsibility and its role in contributing to national development priorities. This investment aligns with our broader efforts to support infrastructure, stimulate local economies, and improve quality of life in the areas where we operate.

This contribution adds to JPMC’s broader track record of funding development initiatives across sectors including education, health, environment, agriculture, and small-scale income-generating projects, highlighting our role as a key partner in Jordan’s development journey.

- 62 km to be rehabilitated
- Fully-funded 15.6 JOD investment

Community Engagement and Local Support in Al-Abiad

Al-Abiad Mine demonstrates its commitment to sustainable development through comprehensive support for local communities. The Mine provides Al-Sultani Municipality with an annual contribution of 100,000 JOD, which includes a monthly supply of 2,500 liters of diesel, in accordance with a formal agreement. Additionally, the municipality received a pickup truck to enhance its operational capacity. To support local agriculture, the Farmers' Association of Al-Wadi Al-Abiad receives 200 liters of diesel monthly, ensuring smoother farming operations. Infrastructure development remains a priority, with the construction of two childcare centers in Al-Abiad village and the Al-Sultani area, where we invest in community welfare.

The Mine further empowers locals through employment and logistics opportunities. A local truck scheduling organization manages phosphate loading operations at Al-Abiad Mine, creating 20 jobs, while local truck owners are given priority in phosphate transport contracts. After loading, community members are employed to secure the trucks, generating additional income. During emergencies, the Mine provides support machinery to assist with snow removal and other urgent needs, reinforcing its role as a reliable community partner.

Education and mobility are key focus areas, with the Mine offering free daily transportation for students commuting from Al-Abiad to schools in Al-Sultani. The Mine also supplies buses to schools and associations in Al-Qatraneh and Al-Hassa districts upon request. Economic inclusion is fostered through a local procurement policy, where food supplies, meat, poultry, and restaurant materials are sourced from nearby markets, helping to support local livelihoods and strengthen the community economy.



Community Engagement and Local Support in Al-Hassa

Al-Hassa Mine actively engages in initiatives that promote long-term community development and well-being. The Mine allocates 100,000 JOD annually to Al-Hassa Municipality, which includes a monthly supply of 4,000 liters of diesel, as stipulated in a mutual agreement. The municipality also benefits from a donated pickup truck, improving its service delivery capabilities. A significant infrastructure project includes the expansion of Anas Ibn Al-Nadhar Mosque in the residential city, carried out by a local contractor under the Board of Directors' approval. The Mine also supports public infrastructure by leasing a 15,000 m2 land to the municipality for 33 years at a symbolic rate, facilitating the construction of a community hall.

Essential services are a cornerstone of Al-Hassa Mine's outreach. The Mine ensures daily drinking water delivery to nearby Bedouin communities using a specialized water tank, with operational costs fully covered. Medical assistance is provided through the Al-Hassa Mine Clinic, which offers emergency care to locals within its capacity. Educational support is a major priority, with 250 students (who are the children of workers who are not employees) from Al-Hassa district enrolled annually in Baraem Phosphate School & Kindergarten at subsidized rates, matching the benefits offered to employees' children. The Mine also funds free school buses for students attending Baraem Phosphate School & Kindergarten and organizes funded transportation for students commuting from Frifrah Village to Al-Hassa's residential city schools. The housing compounds we offer for our mine workers and their families also extends to the teachers of the school.

Economic empowerment is reinforced through local participation in phosphate logistics. Truck owners from Al-Qatraneh and Al-Hassa receive priority in loading contracts, while a local truck scheduling organization oversees operations, employing 20 locals. The Mine also ensures that internal phosphate transport between Al-Hassa and Al-Abiad mines is conducted by locally owned trucks, further integrating the community into its supply chain. Post-loading, residents are hired to secure and manage the trucks, creating additional income streams.





As of the latest reporting period, no grievances were recorded at any of our operational sites

Case Study: Establishing an Emergency Health Center in Aqaba



Community Engagement and Local Support in Aqaba

In line with our enduring values and with the formal approval of the Board of Directors, JPMC completed the construction and full setup of a modern emergency health center at our Aqaba Industrial Complex in the Southern Industrial Zone in 2024. The facility, which cost 400,950 JOD, is expected to become operational in the first quarter of 2025. Once all required approvals are secured, including endorsement by the Ministry of Health, we aim to provide our services free of charge.

The center is designed to provide advanced ambulance and emergency services 24/7, delivered by specialized medical staff using state-of-the-art medical equipment. It aims to support national efforts to enhance healthcare services and address a critical gap in emergency coverage within the industrial zone and surrounding areas.

Once launched, the center will offer free medical services not only to JPMC employees, but also to all workers in the Southern Industrial Zone and the local community in the vicinity, further reinforcing our commitment to accessible healthcare and inclusive community development.

By strengthening emergency preparedness and healthcare infrastructure in the region, this initiative demonstrates our long-standing dedication to social well-being, national development goals, and sustainable impact beyond our core operations.

Area: 418 m²

Capacity: 10 beds

Facilities: Ambulance hall, clinic, pharmacy, isolation rooms, plaster room, oxygen room, electrical and control room, storage room, restrooms, cafeteria, security room, outdoor parking spaces, and designated ambulance parking areas.

Rights of Indigenous Peoples

GRI 14.11.3 | GRI 411-1

No incidents involving violations of the rights of Indigenous Peoples were recorded during the reporting period, given the remote and arid nature of our mining locations.



Land and Resource Rights

GRI 14.12.2 | GRI 14.12.3

No cases of involuntary resettlement were reported, given the remote and arid nature of our mining locations. Additionally, none of the company's sites have experienced any conflicts or violations related to land or resource rights.

Conflict-Affected and High-Risk Areas

GRI 14.25.2 | GRI 14.25.3 | GRI 14.25.4

Our mining operations are located exclusively in Jordan, which is considered a stable region with no conflict-affected or high-risk areas in the areas where we operate. We ensure that all activities comply with national regulations, prioritizing safety and stability in our operations.

Artisanal and Small-Scale Mining (ASM)

GRI 14.13.2 | GRI 14.13.3

We do not engage in or permit any form of artisanal or small-scale mining (ASM) across our operations. This is in line with the Organization of Natural Resources Affairs Law No. 12 of 1968, which governs mining activities in Jordan. Under this law, all mineral resources are considered state property, and mining operations are strictly regulated through formal licensing and oversight by the Natural Resources Authority. The legal framework requires technical and financial qualifications for mining permits, thereby prohibiting informal or unlicensed mining practices.

09 Sustaining Our Natural Environment

Committed to environmental protection, JPMC aims to minimize its environmental impact and play a significant role in the transition to a low-carbon economy. The company also focuses on promoting sustainable water management through advanced technologies and a continuous dedication to environmental preservation. Environmental protection is a core value at JPMC, and the company adheres to comprehensive environmental guidelines, policies, and procedures to conserve the environment.






Valuing the Natural Capital

A prominent mining and fertilizer producer, we acknowledge our responsibility to protect the environment and the natural resources crucial to our business. Jordan possesses significant deposits of phosphates, potash, and other minerals fundamental to its mining industry. Effective natural capital management enables our long-term sustainability planning. By prioritizing this, we intend to improve our market standing by adapting to global sustainability trends and satisfying environmentally aware investors and consumers. Employing sustainable mining and extraction methods is vital for preserving the quality and availability of natural resources for the future.

Environmental Compliance

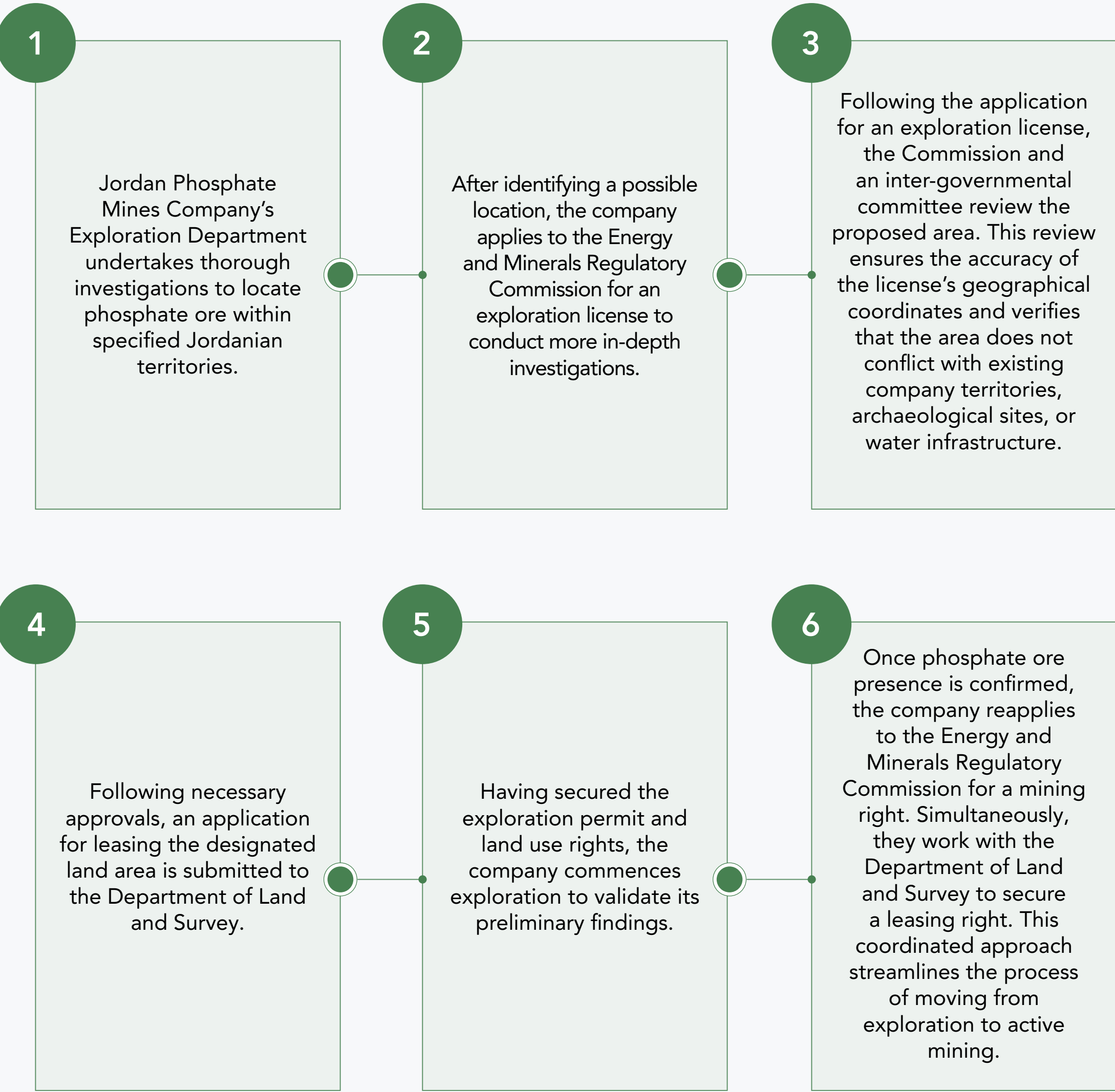
GRI 3-3

Environmental compliance is critical, as non-compliance can lead to reputational damage and regulatory fines. Our Aqaba Industrial Complex utilizes an ISO 14001/2015-certified Environmental Management System. Central to this system is our Environmental Policy, which guides our efforts to manage our ecological impact. This policy provides frameworks for decreasing emissions, minimizing waste, and protecting biodiversity near the Gulf of Aqaba. Furthermore, it outlines our core principles for emissions management: Eliminate, Reduce, Reuse, Recycle, and Dispose. Our Environmental Objectives encompass these key elements:

-  Operating the site at peak efficiency reduces emissions from all plant operations.
-  To manage air, water, and land emissions, we follow the principles of Eliminate, Reduce, Reuse, Recycle, and Dispose.
-  All personnel receive environmental management training relevant to their roles.
-  We actively work to minimize waste across the site, prioritizing recycling waste back into production processes whenever possible.
-  JPMC effectively manages seawater used for cooling to protect coral reefs and marine life in the Gulf of Aqaba, preventing harm.

Securing exploration and mining permits, along with land use rights, is a well-established prerequisite for commencing mining operations, ensuring compliance with local regulations. This process underscores our commitment to operational integrity and environmental stewardship, vital to sustainable development in the mining sector.

Our land acquisition for exploration and mining follows a six-step methodology:



Having secured the necessary prospecting and exploration permits, we undertake feasibility studies for our mining operations. We perform environmental impact assessments to guarantee the protection of the ecosystem, biodiversity, and nearby local communities from any detrimental effects.

Department of Environmental and Safety Research

The Department of Environmental and Safety Research at the Aqaba Industrial Complex reflects our proactive approach to environmental stewardship and employee safety. This department is responsible for overseeing the implementation of environmental policies and ensuring compliance with national environmental standards. It also plays a crucial role in promoting workplace safety by developing and enforcing safety protocols, as well as providing ongoing training and support to staff on safety practices.

By integrating environmental protection and safety into our operational framework, this department enhances our operational efficiency and supports our commitment to sustainable development and the well-being of our employees and local communities.



Climate Change

GRI 3-3 | GRI 201-2

As a prominent Jordanian mining and fertilizer company, we recognize the significant challenge of climate change. We are committed to understanding and mitigating the environmental impacts of our operations, reducing our footprint, and increasing value for our stakeholders. Acknowledging that mining is energy-intensive and can negatively affect air quality, increase GHG emissions, and contribute to climate change and worsened local living conditions, we are continuously striving to optimize energy consumption and decrease our carbon footprint. This commitment to environmental responsibility is vital for our long-term business sustainability and is a necessary action for the benefit of society.

Climate Risk

Three key risks have been identified. The first is water scarcity and stress in mining regions, classified as a physical risk. Limited access to process water can disrupt production and strain community relations, with potential financial implications including production slowdowns and regulatory fines. To address this, the company plans to implement water recycling and wastewater treatment plants.

The remaining two risks are regulatory. Climate disclosure and ESG compliance pressure has increased as stock exchanges, investors, and clients now robust and transparent climate-related disclosures. This may result in capital access issues or investor withdrawal. The company currently publishes ESG reports and plans to develop climate risk assessment tools. The third risk involves potential fines for lacking green initiatives and failing to meet environmental standards in global markets, such as those set by the US, EU, and China. This could lead to customer loss and loss of revenue. To mitigate this, the company focuses on CBAM alignment, risk management planning, general compliance, and maintaining ISO certifications.

Energy Use

GRI 3-3 | GRI 302-1 | GRI 302-4

Recognizing that energy conservation lowers environmental impact and costs, our industrial complex achieves energy self-sufficiency by using the thermal energy from sulfuric acid reactions to produce steam. Our on-site power facilities convert this steam into roughly 245 megawatts of electricity daily. This significantly reduces our reliance on the power grid, as the generated electricity directly powers our mining operations. This innovative approach enhances operational efficiency and demonstrates our dedication to environmentally responsible energy practices.

JPMC has formed an Energy Management Committee with a dedicated Energy Audit Team to enhance energy conservation. This team develops and implements energy-saving initiatives and monitors daily energy use in the plant. The committee is also responsible for routine assessments of compressor and turbine efficiency, reviews of energy-saving projects and modification proposals, conducting energy audits, and inspecting combustion and excess air controls. To further promote energy conservation, the company raises staff awareness through measures such as energy signboards to prevent energy loss.

Energy Consumption Within the Organization

GRI 302-1 | GRI 302-3 | GRI 302-4 | GRI 302-5

The energy consumption by our Head Office, Al-Hassa Mine, Al-Abiad Mine, Eshidiya Mine, Aqaba Industrial Complex, and Phosphate Exportation Port from various sources is presented below. The data includes electricity costs, and total electricity quantity consumed at each site during the reporting period. Tracking energy usage across these key facilities is vital to our efforts in enhancing energy efficiency and reducing environmental impacts.

Electricity Consumption (Purchased)	Amount (JOD)	Quantity (MWh)
Head Office	105,521	679
Eshidiya Mine	8,899,011	49,430
Al-Abiad Mine	1,370,778	6,256
Al-Hassa Mine	2,749,018	12,496
Aqaba Industrial Complex	5,432,448	78,974
Phosphate Exportation Port	2,114,976	13,125
Total	20,671,751	160,960

Electricity Sold	Amount (JOD)	Quantity (MWh)
Eshidiya Mine	813,148	4,268
Al-Abiad Mine	4,219	19
Al-Hassa Mine	36,029	164
Total	853,396	4,451

Diesel	Amount (JOD)	Quantity (liter)
Head Office	7,730	10,952
Eshidiya Mine	633,468	807,560
Al-Abiad Mine	243,339	347,738
Al-Hassa Mine	123,047	163,558
Aqaba Industrial Complex	1,140,108	553,045
Phosphate Exportation Port	52,282	74,689
Total	2,580,312	3,586,506

Natural Gas	Amount (JOD)	Quantity (MMBtu)
Aqaba Industrial Complex	5,051,089	1,013,997

Fuel	Amount (JOD)	Quantity (liter)
Head Office	0	0
Eshidiya Mine	2,371,490	5,599
Al-Abiad Mine	653,091	1,471
Al-Hassa Mine	0	0
Aqaba Industrial Complex	0	0
Phosphate Exportation Port	0	0
Total	3,024,581	7,070

Gasoline	Amount (JOD)	Quantity (liter)
Head Office	23,003	25,466
Eshidiya Mine	6,218	6,884
Al-Abiad Mine	314	348
Al-Hassa Mine	158	175
Aqaba Industrial Complex	23,820	26,370
Phosphate Exportation Port	7,528	8,334
Total	61,041	67577

Metric	Total (GJ)
Fuel Consumption from Non-Renewable Sources:	1,492,179
Diesel	137,329
Fuel Oil 3.5%	282,800
Liquefied natural gas (LNG)	1,069,786
Gasoline	2,264
Electricity Consumption from the Grid:	563,432
Electricity Purchased from the Grid	579,456
Electricity Sold	16,024
Total Energy Consumption within the Organization	2,055,612



Fuel Consumption Intensity from Non-Renewable Sources: 795 GJ/FTE



Electricity Consumption Intensity from the Grid: 300 GJ/FTE



Total Energy Consumption Intensity: 1,095 GJ/FTE

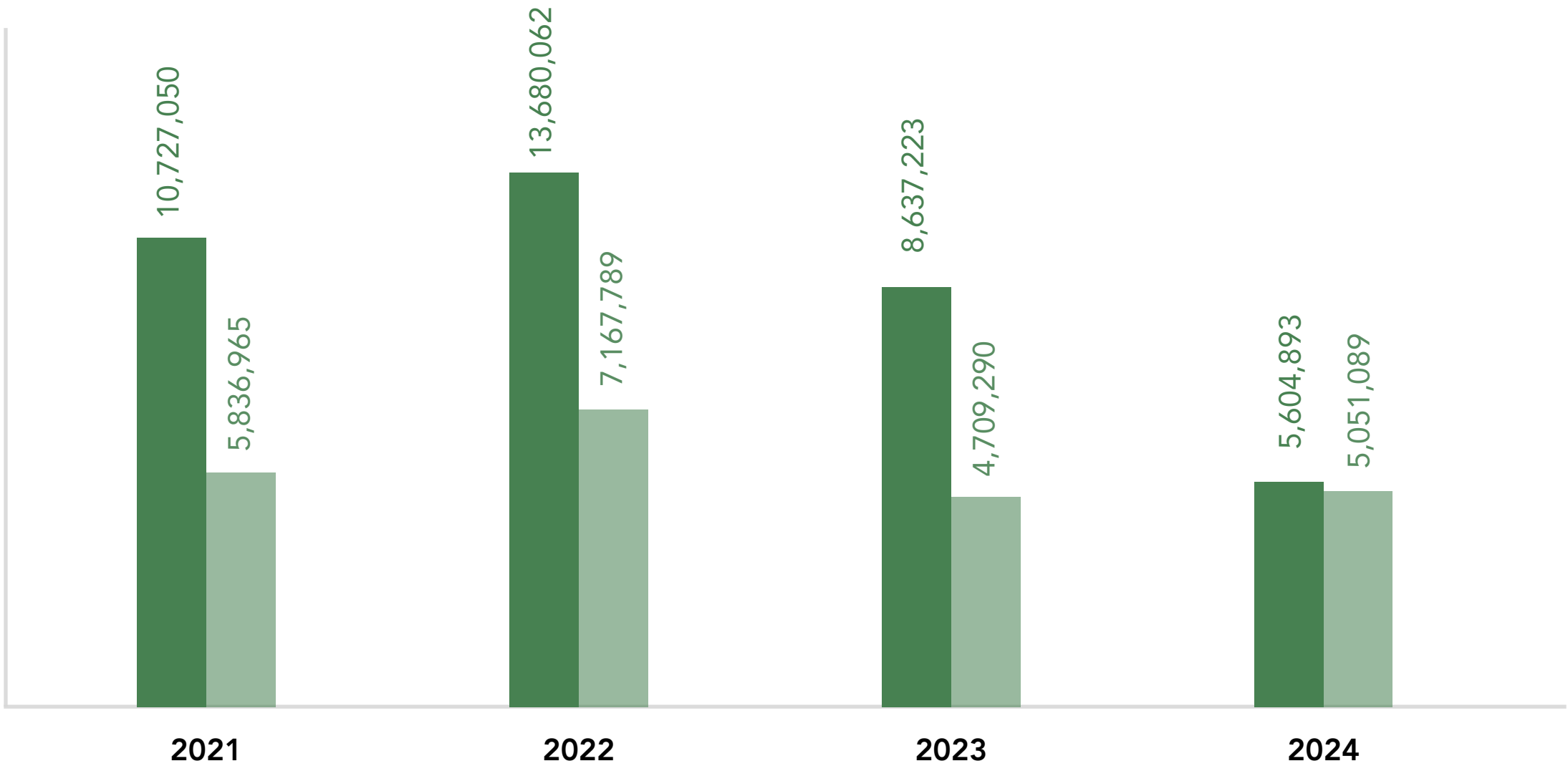


To support our vision for climate change mitigation and a smaller carbon footprint, our Head Office now features solar PV panels. These panels help us diversify our energy mix and reduce our dependence on the grid.

Switching Fuel Source

Our Industrial Complex successfully shifted its primary fuel from fuel oil and diesel to natural gas across multiple units, including utility auxiliary boilers, the phosphoric acid plant, and both granulation plant units. This transition also involved switching from heavy fuel oil to natural gas for power generation via gas-fired generators. We estimate this change will reduce CO₂ emissions and decrease operating costs. The following data details our costs and savings over the past four years.

● Total Fuel Cost (JOD)
● Total Natural Gas Cost (JOD)



Electrical System Optimization

To cut down on power loss in our electrical network, we're actively upgrading the electrical systems in our Industrial Complex. This includes investing in high-efficiency motors and Variable Frequency Drives (VFDs) to retrofit existing equipment and boost energy efficiency. A key part of this is converting direct online pump setups to operate with VFDs.



Integrating of Steam Heating Equipment in Aluminum Fluoride Production

To enhance the efficiency of our Aluminum Fluoride (AlF_3) production process, we implemented a strategic upgrade by installing steam heating equipment downstream of the AlF_3 filter and upstream of the Flash Dryer. This innovation enabled the removal of 40-50% of free moisture from the filtered AlF_3 , significantly improving downstream drying performance. The integration of this system delivered multiple operational and environmental benefits:

- Reduced energy demand:** The pre-drying effect of the steam heating system decreased the diesel oil required for flash drying, lowering consumption in the calcination process from 0.28 to 0.2 MT per MT of AlF_3 produced.
- Increased throughput:** The flash drying system's capacity rose due to the reduced moisture load.
- Cost and emissions savings:** In 2024 alone, this upgrade saved 806 MT of diesel, translating to ~672,000 JOD in operational cost reductions and a 2,382 tCO₂e reduction in greenhouse gas emissions.

Using a Design Performance Ratio (DPR) and Gas Product Ratio (GPR) approach to reduce fuel consumption

To decrease fuel consumption, Unit 75 at the Diammonium Phosphate (DAP) plant was upgraded using a Dual Pipe Reactor (DPR) and Granulation Pipe Reactor (GPR) method. This approach was chosen over the traditional fertilizer granulation method because the latter cannot capture the heat produced during the neutralization stage. The pipe reactor method, in contrast, allows for the utilization of heat generated in a specialized reactor during neutralization, which is when the final product forms. By reusing this heat, the energy needed for drying the final product was lessened. The amount of fuel oil needed to produce one metric ton of Diammonium Phosphate (DAP) was reduced from 4 kg to 3 kg.



Addition of Heating Lines to the Sulfuric Acid Plant

Startup heating lines were added to the third and fourth beds of the Sulfuric Acid Plant to decrease the time needed to reach the target temperature during startup. This optimization reduced the startup time from 72 to 60 hours, resulting in annual savings equivalent to 12 hours of gas oil consumption. Annual turnarounds resulted in 24,000 liters of gas oil saved, equating to JOD 19,800 in savings.



Emissions

GRI 3-3 | GRI 305-1 | GRI 305-2 | GRI 305-4 | GRI 305-5 | GRI 305-7

As a leading mining company in Jordan, JPMC acknowledges the environmental impact of emissions from its mining and manufacturing operations. Consequently, we are committed to proactively mitigating these emissions and reducing our carbon footprint. Our rigorous monitoring program includes weekly stack emission checks across our Industrial Complex. To ensure adherence to international standards and environmental regulations, we utilize devices to monitor gases like ammonia and fluorine.

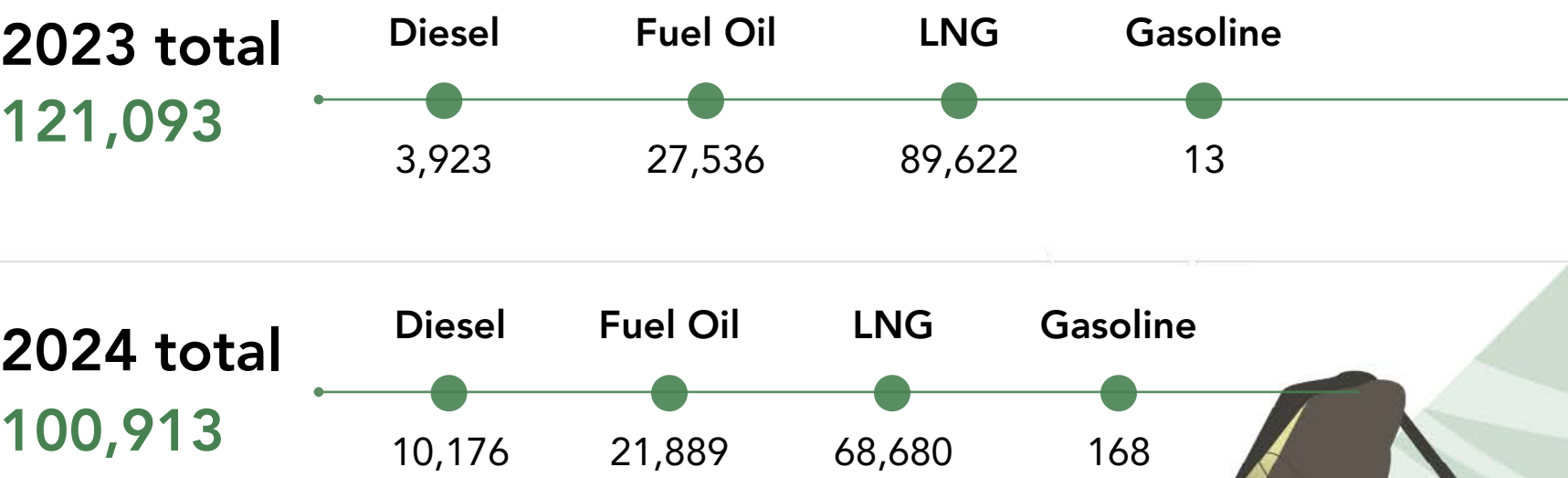
We have also implemented numerous measures to minimize air pollution from phosphate dust during loading and unloading, such as the dust control systems at the Phosphate Exportation Port. Over the years, JPMC has undertaken various initiatives to decrease our emissions. In addition, we are currently working on upgrading units 53 and 54 at the Sulfuric Acid Plant as part of its future plans to significantly reduce emissions of sulfur gases (SO₂ and SO₃) to the minimum possible levels.

Regarding our operational emissions, the Scope 1 intensity decreased by approximately 4.32% from 2023 to 2024, reflecting a more efficient footprint per employee alongside a reduction in total absolute Scope 1 emissions. Conversely, our Scope 2 emissions intensity increased by approximately 13.51% over the same period, although total absolute Scope 2 emissions slightly decreased. The decrease in Scope 1 emissions reflects improved operational efficiencies and reduced reliance on direct fossil fuel combustion.

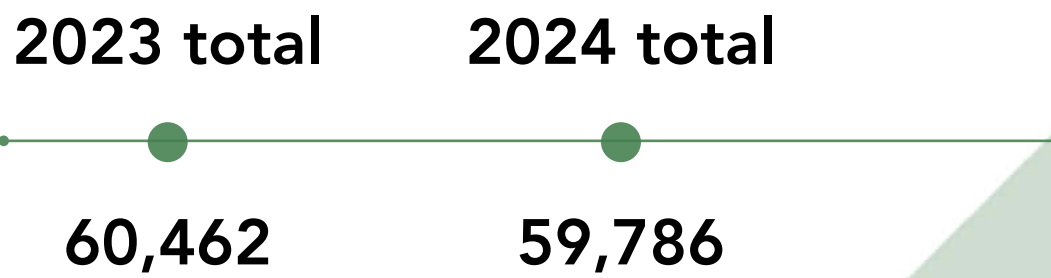
Our Aqaba Industrial Complex maintained an annual natural gas consumption of 1,013,997 MMBtu, with associated emissions of 101,399.7 tonnes of nitrogen oxides (NO_x) and 1,013.997 tonnes of sulfur oxides (SO_x). These figures are monitored as part of our comprehensive environmental management system, ensuring compliance with operational and sustainability targets while supporting ongoing efficiency improvements.

We are currently working to calculate our GHG inventory for 2024. At the time of this report’s publication, the final figures were not yet available and therefore may be subject to revision. The data presented reflects estimated GHG inventory calculated based on Intergovernmental Panel on Climate Change (IPCC) emission factors.

Scope 1 Breakdown (tCO₂e)



Total Scope 2 Emissions (tCO₂e)



↓ 4.32%

Scope 1 Emissions Intensity in 2024:
53.76 tCO₂e/FTE
(2023: 56.19 tCO₂e/FTE)

↑ 13.51%

Scope 2 Emissions Intensity in 2024:
31.85 tCO₂e/FTE
(2023: 28.06 tCO₂e/FTE)

Dust Control

As part of our commitment to environmental monitoring and transparency, we partner with the Royal Scientific Society (RSS) to conduct comprehensive air quality assessments at our mining sites. At Al-Hassa Mine, ambient air quality is monitored with a particular focus on PM₁₀ concentrations, while at Al-Abiad Mine, total and fine dust concentrations (PM_{2.5} and PM) are regularly measured to manage phosphate dust emissions in line with local regulatory standards. These assessments serve as key indicators of dust emissions resulting from mining and related activities.

In response to RSS findings and in line with our environmental management approach, we have implemented several dust control measures. These include regular watering of internal roads and operational zones to reduce dust dispersion, application of dust suppressants in high-traffic areas, and the establishment and upkeep of vegetation buffers where feasible. We have also strengthened our preventive maintenance programs for mining equipment to minimize dust emissions caused by mechanical faults.

While these measures have contributed to improved dust management, RSS reports emphasize the need for ongoing efforts, particularly during dry seasons, when natural conditions intensify dust levels. These insights reinforce the importance of continuously enhancing our dust mitigation strategies and investing in more sustainable operational practices to reduce environmental impact and safeguard the health of nearby communities and our workforce.

Water and Effluents

GRI 3-3 | GRI 203-1 | GRI 303-1 | GRI 303-2 | GRI 303-3 | GRI 303-4 | GRI 303-5

Water is a critical resource for mining operations, stakeholders, and the environment in the communities where we operate. Responsible water consumption is ensured through various practices and initiatives. Jordan, facing severe water scarcity, currently has a per capita water availability of 61 m³, which is expected to decline to 35 m³ by 2040. This figure is significantly below the internationally recognized threshold of 500 m³ per capita per year, considered the absolute water scarcity line. These projections are based on the National Water Strategy 2023–2040.

The country also contends with land degradation, notably desertification, exacerbated by unsustainable water and agricultural practices, overgrazing, and vegetation overexploitation. Overusing water resources can intensify water scarcity, disrupt our operations, and negatively impact local communities. Recognizing water as a material issue, we actively promote sustainable water management across all our sites to address these challenges.

Water used across our operations is sourced primarily from our own wells located at the mine sites, while the main office, Aqaba facilities, and the export port receive their water from municipal supplies. Water quality is managed in accordance with the general standards issued by the Jordan Standards and Metrology Organization (JSMO) at all mine sites.



Eshidiya Mine

The majority of the water used in phosphate processing is recycled and does not contain any added chemicals. The site is currently constructing a dedicated facility through an agreement with Engicon, aimed at purifying water from phosphate upgrading systems, as well as collect and reuse evaporated water during the slurry drying process. The facility is expected to be operational in 2025. In the interim, wastewater is stored in tanks near the treatment plant.



Al-Abiad Mine

The site has implemented a water recycling process for phosphate upgrading activities, utilizing technically designed sedimentation ponds to reuse water efficiently.



Al-Hassa Mine

No additional water treatment or recycling activities are conducted at this site.

Water Withdrawal	2023 (m³)	2024 (m³)
Head Office	1,919	1,968
Mining Operations (groundwater)	13,962,030	13,899,314
Aqaba Industrial Complex (municipal)	3,627,171	3,622,937
Phosphate Exportation Port	17,272	14,247
Total	17,608,392	17,538,466

Year-on-year water withdrawal remained largely stable, reflecting a minimal increase of approximately 0.40%. This consistency indicates steady operational water demand, with no significant fluctuations despite broader climate and production variables.

Water Consumption	Amount (JOD)	Quantity 2024 (m³)
Head Office	8,088	1,968
Eshidiya Mine	6,360,275	12,720,549
Al-Abiad Mine	360,701	721,401
Al-Hassa Mine	228,682	457,364
Aqaba Industrial Complex	3,597,147	3,622,937
Phosphate Exportation Port	20,415	1,968
Total	10,575,308	17,526,187

Water Sold	Amount (JOD)	Quantity 2024 (m³)
Eshidiya Mine	4,340,434	8,680,867
Al-Abiad Mine	12,816	25,632
Al-Hassa Mine	52,339	104,677
Total	4,405,589	8,811,176

In 2024, an average of 20,000 m³ of seawater was withdrawn for once-through cooling in our industrial processes. This water was discharged back into the sea without any alteration to its chemical or physical properties and after being cooled to ambient temperature. It does not undergo any contamination or processing. Our Aqaba Industrial Complex operates a zero-effluent, closed-loop water system, ensuring that no process water is discharged into the environment. Even produced water from chemical processes is fully recovered and reused across other operations.

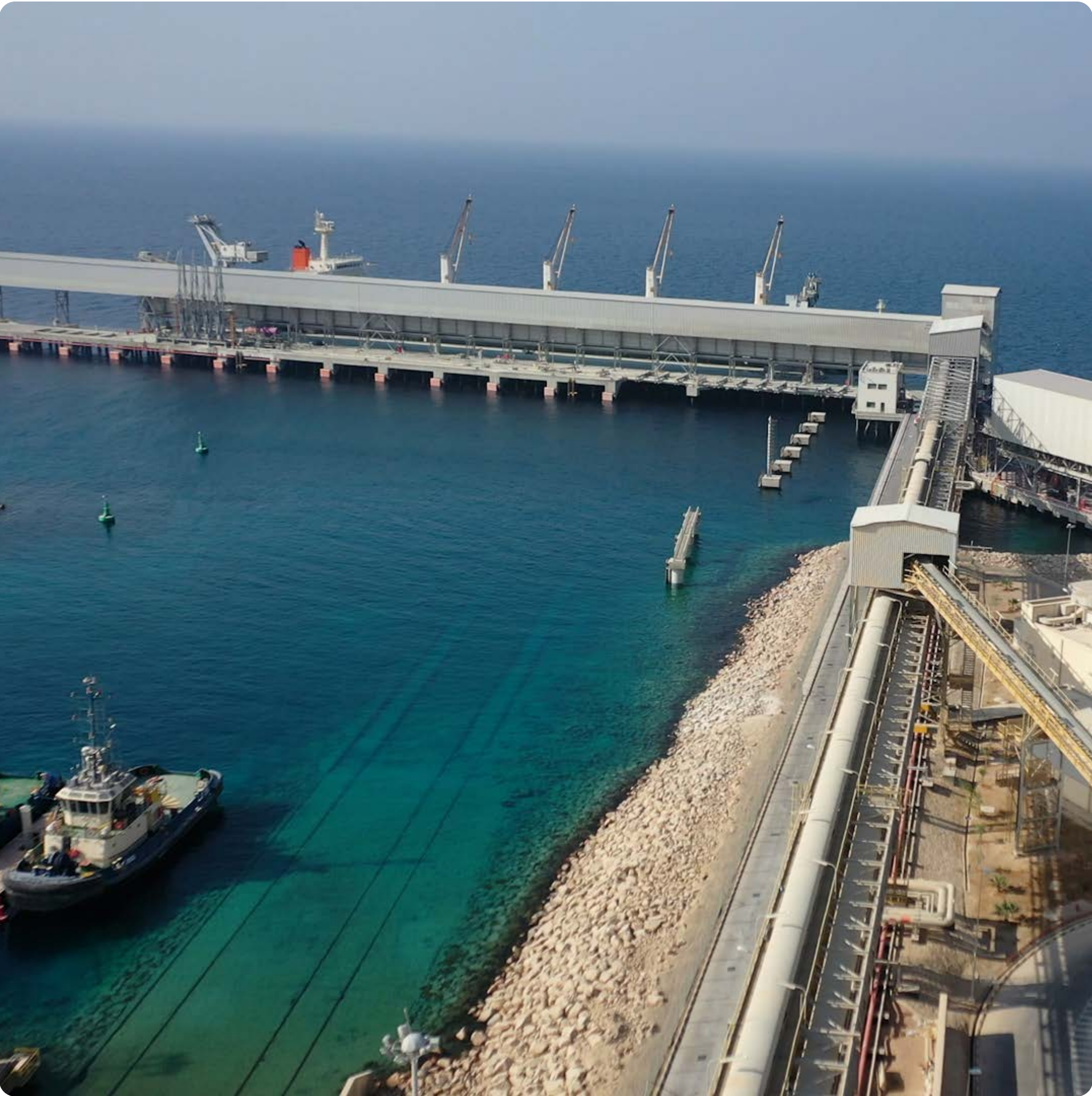
Water Conservation

Recognizing Jordan’s water scarcity and the necessity of water security for our activities, we implement water conservation efforts across our operations. These initiatives include wastewater treatment and recycling programs. Water is a vital resource for our operational needs.

JPMC monitors water usage in its operations and for domestic purposes. Cooling water undergoes daily testing for pH, residual chlorine, and temperature variations. Groundwater is sampled monthly to ensure the absence of contamination. The Seawater Monitoring Program includes two components: the first analyzes the physical and chemical properties of seawater, and the second focuses on biodiversity by examining sediments, fish, and corals.

The Phosphate Exportation Port operates three water treatment plants, each capable of treating 6 m³ of water per day, resulting in a total daily treatment capacity of 18 m³. This crucial infrastructure enables the transformation of wastewater into irrigation water, supporting agricultural productivity and the conservation of vital water resources.

In partnership with a local firm, we have entered into a build, operate, transfer (BOT) agreement to construct an industrial water treatment facility. This plant will have a daily capacity of 10,000 m³ and will recycle and reuse mine water.



Waste and Tailings

GRI 3-3 | GRI 14.6.2 | GRI 14.6.3 | GRI 203-1 | GRI 306-1 | GRI 306-2 | GRI 306-3 | GRI 306-4 | GRI 306-5

JPMC aims to minimize waste generation across its operations by optimizing processes and efficiency. Unmanaged waste and tailings pose risks of soil and water contamination, harming biodiversity and communities. Recognizing the potential value in discarded materials, our priority is waste prevention. Subsequently, we will develop initiatives to treat unavoidable waste streams for economic benefits.

Eshidiya Mine

Waste is collected on site and transported to the Ma’an landfill. This is managed under an agreement with the Joint Services Council of Ma’an Governorate, affiliated with the Ministry of Municipal Affairs, which oversees landfill operations.

An aerial photograph of the Eshidiya Mine site. It shows a large area of land with various structures, including what appears to be a waste collection point and transport infrastructure. The landscape is arid and hilly.

Al-Abiad Mine

Waste is collected from designated containers and transported to the authorized landfill. This process is carried out in coordination with the Al-Sultani Municipality, which manages the landfill under the supervision of the Ministry of Municipal Affairs.

An aerial photograph of the Al-Abiad Mine site. It shows a large area of land with various structures, including what appears to be a waste collection point and transport infrastructure. The landscape is arid and hilly.

Al-Hassa Mine

Waste is collected by dedicated site personnel, compacted, and transported to a designated landfill. This is done in coordination with the Joint Services Council of Tafilah Governorate, which manages the landfill in accordance with municipal regulations.

An aerial photograph of the Al-Hassa Mine site. It shows a large area of land with various structures, including what appears to be a waste collection point and transport infrastructure. The landscape is arid and hilly.

Type of Waste Generated	Waste Management Method	Quantity 2023	Quantity 2024	Methodology
Tailing				
Phosphogypsum	Disposed – as piles in a designated area	1,496,000 tonnes	1,633,500 tonnes	Production ratio of Phoshogypsum is 5.5 MT for each P2O5 MT produced
Silica*1	Disposed – as piles in a designated area	4,372 tonnes	4,028 tonnes	Production ratio of Silica is 0.4 MT for each AlF ₃ MT produced
Liquid Waste				
Hexafluorosilicic Acid	Reused –as byproduct for Aluminum Fluoride	12,240 tonnes	13,365 tonnes	Production ratio of Hexafluorosilicic Acid is 0.045 MT for each P2O5 MT produced
Slurry	Recycled – for beneficiation; Disposal–residual mud cake returned back to ground	3,567,572 m ³	3,957,956 m ³	Sum of production of all sites
Septic Tank	Treated –municipal wastewater treatment (WWT) system; Treated and Reused –on-site WWT plant, used for irrigation	Data Not Available	438,000 m ³	Production ratio of 1200 kg/day
Municipal Solid Waste				
Eshidiya Mine	Disposal –designated landfills	Data Not Available	480 tonnes	Weight data from receipts issued by collector
Al-Abiad Mine	Disposal –designated landfills	Data Not Available	150 tonnes	Weight data from receipts issued by collector
Al-Hassa Mine	Disposal –designated landfills	Data Not Available	700 tonnes	Weight data from receipts issued by collector
Aqaba Industrial Complex	Disposal –designated landfills	Data Not Available	2,000 tonnes	Weight data from receipts issued by collector
Total	-	Data Not Available	3,330 tonnes	-
Other Solid Waste				
Medical Waste	Collected –by third-party service approved by Ministry of Health	Data Not Available	55 kg*2	Weight data from receipts issued by collector
Plastic Waste	Stored and Recycled –in company-owned scrapyards, sold for recycling	Data Not Available	Data Not Available	Quantity is not measured for plastic waste
Other	Disposed –through licensed authorized entities	Data Not Available	Data Not Available	Quantity is not measured for other waste

*1 Silica is not inherently considered tailings, but in this context, it is disposed of in the same manner and location as tailings.

*2 Data is only available for Aqaba Industrial Complex. Medical waste volumes of our other operational sites are not calculated and can be considered negligible.

The management of phosphogypsum and silica reflects our efforts to reduce environmental impact through responsible waste handling and byproduct management. In 2024, JPMC managed approximately 1,633,500 tonnes of phosphogypsum, a primary tailing from phosphate processing. This material is stacked in a designated area, where trees are planted to improve both site aesthetics and environmental conditions. Silica, an industrial byproduct resulting from aluminum fluoride production, is co-disposed with phosphogypsum to fill structural gaps between the stacks. Hexafluorosilicic acid, originally a hazardous waste stream, is recovered and reused in aluminum fluoride manufacturing at the Aqaba Industrial Complex. This significantly reduces disposal volumes and environmental risk.

At Al-Abiad and Eshidiya mines, slurry is recycled within the beneficiation plants, and the resulting dried mud is returned back to the ground, as it has no added chemicals. Our Al-Hassa Mine operations do not result in slurry. Septic tank waste is either partially treated through municipal wastewater treatment systems or processed at our on-site treatment plant, where the treated water is reused for irrigation across company-managed areas.

Plastic waste is collected at company scrapyards and sold for recycling, although it is not currently weighed. Medical waste is safely collected and disposed of by a third-party provider licensed by the Ministry of Health. Our Phosphate Exportation Port produces other waste including used oil and expired batteries, which are safely disposed of through licensed and authorized entities as needed.

Integrated Waste Management and Resource Optimization

Building on our operational waste management practices, we have also invested in long-term infrastructure and innovation to optimize resource use and minimize waste.

To address the high cost and environmental burden of managing hexafluorosilicic acid, a hazardous byproduct that previously cost around 8 million JOD annually for safe disposal, JPMC constructed an aluminum fluoride production plant. This strategic investment allowed us to convert the acid into a saleable product, reducing our environmental impact, lowering waste treatment costs, and diverting hazardous waste from landfill. In 2024 alone, we produced 10,071 tonnes of aluminum fluoride.

Additional projects aimed at improving waste management and resource efficiency include the Rock Phosphate Flotation Unit, which will process 42 million cubic meters of low-grade phosphate rock into marketable concentrate, and a closed-loop system for raw phosphate operations that enables the recycling of water and chemicals used during manufacturing, blending, and flotation processes.

We also completed the construction of sedimentation ponds for clay waste from the washing unit at the Al-Abiad Mine and upgraded the mine’s laboratory with XRF equipment and a fusion furnace, enhancing both technical performance and environmental monitoring capabilities.



Biodiversity

GRI 3-3 | GRI 304-2 | GRI 304-3

Protecting the ecosystem is a key priority for us, driven by our own values and the expectations of our stakeholders and society. We are dedicated to improving our operational environmental performance and achieving lasting positive impacts in the communities where we operate and for our diverse stakeholders. Recognizing that mining can harm biodiversity through habitat loss and land degradation, we are committed to restoring and protecting our operational sites. This commitment is upheld through ongoing engagement with local stakeholders.

The Seawater Monitoring Program includes a focus on biodiversity by examining sediments, fish, and corals for our operations in Aqaba. We use seawater for cooling in both the sulfuric acid production process and for steam condensation in the utility plant. The water temperature decreases in cooling ponds and is then returned deep into the sea, away from the shore, so the pipeline cools the water inside it before discharge. Before discharging the water back to the sea, we reduce its temperature in this way to mitigate any potential harm to marine plants or animals in the proximity.

We also contract the Marine Science Station (MSS) in Aqaba as a third party to conduct seawater quality readings. These readings, conducted at six coastal sites around the Aqaba Industrial Complex at three depths per site, are disclosed in the reports submitted to Aqaba Special Economic Zone Authority (ASEZA) confirming no pollutants and the presence of certain minerals within acceptable limits.

Our mine sites are situated in arid desert spaces, all of which have had environmental impact assessments before beginning construction and operation. We did not have any significant impact on biodiversity through our mine site operations in 2024.

Case Study: Restoring Life in Arid Lands



In line with our commitment to environmental stewardship, we developed a green landscape project on company-owned land in the rural desert area of Eshidiya, including around the housing compounds provided for our mine site workers and their families, as well as our mine site area and roads. This initiative supports our broader environmental goals by enhancing local living conditions and demonstrating the potential for ecological restoration in arid environments.

Launched in 2023 and implemented in phases across 2023 and 2024, the project has successfully transformed desert terrain into a green space through the planting of approximately 5,000 square meters of grass lawns and more than 3,000 forest and fruit trees, including olive, palm, chinaberry, cypress, and eucalyptus.

This project not only reinforces our environmental values but also serves as a scalable model for climate-resilient land restoration in hyper-arid regions. By improving air quality, enhancing aesthetic and recreational value, and promoting microhabitats for birds and insects, the initiative has delivered both ecological and social benefits.

Case Study: Restoring Ecology on Industrial Land



To reduce the long-term environmental impact of phosphogypsum accumulation, we launched a reforestation and recreational park project at the eastern section of our Aqaba Industrial Complex, where millions of tonnes of phosphogypsum, generated as a byproduct of phosphate ore processing, have been stored in managed piles over the years.

This initiative aligns with our broader sustainability goals and also supports local economic development. The project is designed to achieve multiple objectives:

- Enhancing tourism in Aqaba by developing a tourist attraction and recreational spaces
- Enhancing investment opportunities in the Aqaba Tourism Sector
- Creating permanent job opportunities in Aqaba

To maximize both functionality and visual impact, the project was implemented in three phases across different elevation levels of the gypsum piles. The first phase began in late 2021 with the planting of 8,500 trees. The second phase, completed by February 2024, added 9,500 trees. As of the end of October 2024, an additional 12,000 trees were planted during the third phase, bringing the total number of trees planted to over 27,000.

This project demonstrates how industrial byproduct management can be paired with landscape transformation and socio-economic benefits, turning a legacy challenge into a long-term community asset.

Closure and Rehabilitation

GRI 3-3 | GRI 14.8.4 | GRI 14.8.5 | GRI 14.8.6 | GRI 14.8.7 | GRI 14.8.8 | GRI 14.8.9

As Jordan’s leading mining and fertilizer producer, we acknowledge our critical responsibility to rehabilitate mining sites in a way that ensures long-term environmental protection and operational integrity. We recognize the environmental risks associated with inadequate closure and are committed to leaving a positive legacy by restoring lands affected by mining activities.

Our approach to closure and rehabilitation includes both post-closure site management and ongoing rehabilitation during operations. A notable example is the project at our Al-Russeifa Mine, where phosphate waste piles were rehabilitated and the area repurposed in coordination with local development plans. This initiative aligned with the vision of Al-Russeifa City and the Greater Amman Municipality to create parks and community spaces, while also contributing to reduced emissions and improved environmental quality.

For currently operating sites, JPMC applies a progressive, area-by-area closure method. As each zone within a mine reaches the end of its productive life, the pits are systematically backfilled with tailings and non-valuable material remaining from the extraction process. This restores the land to its original desert form, ensuring physical stability and minimizing long-term environmental impact. Given the remote and arid nature of our mining locations, traditional biodiversity restoration or aesthetic landscaping is not a priority; instead, our focus remains on effective backfilling, surface rehabilitation, and adherence to closure standards.

While no formal closure and rehabilitation plan is currently in place across all operations, the company complies with governmental oversight on closure matters, as regulated by the relevant national authorities. Rehabilitation efforts at active mine sites have shown consistent progress. At the Eshidiya Mine, the entire disturbed area has been successfully rehabilitated, totaling 3.34 km², with no remaining unrehabilitated land. The Al-Hassa Mine has rehabilitated approximately 33.88 km² of land, and Al-Abiad Mine has restored about 40 km², with both mine sites reporting no disturbed land pending rehabilitation. The estimated Life of Mine for Eshidiya mine is 60 years, while both Al-Hassa and Al-Abiad mines have a projected operational lifespan of 20 years each.



10 Strategic Vision & Future Priorities

■ Building a Resilient and Responsible Mining Future

Acknowledging the substantial emissions and health and safety requirements inherent in our industry, sustainability remains both a fundamental responsibility and a strategic priority. We are committed to minimizing the environmental impact of our operations as we transition toward more sustainable mining practices. Our efforts are shaped by complex challenges, including rising energy and water costs, waste accumulation, and land degradation. These factors highlight the need for forward-looking solutions that promote resource efficiency, environmental restoration, and operational resilience.

Our approach to sustainable development focuses on enhancing energy and water efficiency, optimizing resource use, and rehabilitating impacted environments. By addressing both immediate operational concerns and long-term environmental risks, we aim to reduce our ecological footprint and reinforce our role as leaders in responsible mining. This comprehensive strategy enables us to adapt to evolving environmental and economic conditions while delivering measurable sustainability outcomes.



Wastewater Treatment Plant Construction:

We are collaborating with an external consultancy to develop a wastewater treatment facility with a daily capacity of 900 m³. The planned facility will utilize a Biological Package Treatment Plant and other necessary components to ensure treated wastewater meets strict discharge regulations.



Solar Power Generation:

We are exploring the feasibility of installing solar panels at our Eshidiya Mine to achieve 100% renewable energy independence from the national grid. This transition aims to reduce reliance on conventional energy sources and align operations with sustainable energy practices.



Enhancing Ammonia Tank Safety:

Advanced ammonia storage tanks with capacity of 30,000 tonnes are being constructed using double-wall and double-integrity technology to adhere to international safety regulations. The incorporation of corrosion-resistant materials aims to improve both safety and operational efficiency in chemical management, ensuring alignment with global best practices.



Rock Phosphate Flotation Unit:

At the Eshidiya Mine, we are building an advanced flotation unit to treat approximately 42 million m³ of low-grade rock phosphate, with an annual output of about 2 million tonnes of high-quality product suitable for various uses. This project will convert waste into valuable resources and considerably reduce our environmental impact, representing a major advancement in our sustainability and operational efficiency efforts.



We signed a Memorandum of Understanding (MOU) with National Chlorine Industries Company to recycle phosphogypsum.

A technical and feasibility study was conducted to determine the best product to create from gypsum, considering five different options.



Rejected Stored Phosphate Ratio Enhancement Project at Al-Hassa Mine:

This project aims to process phosphate industry waste to increase production by establishing a flotation plant with a capacity of approximately half a million tons per year.



The Greening of the Gypsum Mountain in the Industrial Complex in Aqaba - Phase IV:

This ongoing project aims to dispose of the accumulated phosphate industry waste and transform the area into green spaces and recreational sites.

Driven by a clear vision, we strive to lead the mining industry in sustainability by turning challenges into opportunities. Our long-term commitment is centered on achieving measurable progress in environmental performance, supporting national development, and promoting global sustainability. Through continuous innovation and integrated environmental planning, we aim to meet current expectations while establishing a strong foundation for future generations.

We are undertaking a range of initiatives across the logistics, environmental, industrial, and development sectors. For comprehensive details on our 2024 projects, please refer to the "Strategic Plans and Projects for 2024" section of the Annual Report.



Appendix: GRI Content Index

GRI Content Index	
Statement of use	Jordan Phosphate Mines Company PLC has reported in accordance with the GRI Standards for the period 01 January 2024 to 31 December 2024
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	GRI 14: Mining Sector

			OMISSION			
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	10-17				
	2-2 Entities included in the organization's sustainability reporting	9, 17				
	2-3 Reporting period, frequency and contact point	9				
	2-4 Restatements of information	The company has restated the electricity consumption data and Scope 2 GHG emissions values reported in 2023. This restatement is based on revised calculations and to ensure compatibility with the latest emission factors. The revised values for 2023 more accurately reflect operational performance, resulting in a slight change in the reported environmental impact for that year.				
	2-5 External assurance	JPMC did not seek external assurance for this report.				
	2-6 Activities, value chain and other business relationships	14-15				
	2-7 Employees	54				

			OMISSION			
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
General disclosures						
GRI 2: General Disclosures 2021	2-8 Workers who are not employees	59				
	2-9 Governance structure and composition	38-39 Annual Report 2024 p.57-59 59				
	2-10 Nomination and selection of the highest governance body	38-39				
	2-11 Chair of the highest governance body	39				
	2-12 Role of the highest governance body in overseeing the management of impacts	38-39				
	2-13 Delegation of responsibility for managing impacts	38-39, 76				
	2-14 Role of the highest governance body in sustainability reporting	38				
	2-15 Conflicts of interest	40				
	2-16 Communication of critical concerns	38, 46				
	2-17 Collective knowledge of the highest governance body	Annual Report 2024 p.57-59				
	2-18 Evaluation of the performance of the highest governance body	38				

			OMISSION			
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
General disclosures						
GRI 2: General Disclosures 2021	2-19 Remuneration policies	38				
	2-20 Process to determine remuneration	38				
	2-21 Annual total compensation ratio	Annual Report 2024 p.60	2-21a	Confidentiality constraints	Information on the annual compensation ratio is subject to confidentiality constraints as employee salaries are not publicly disclosed.	
	2-22 Statement on sustainable development strategy	10-11, 38, 42, 68, 94				
	2-23 Policy commitments	40-41				
	2-24 Embedding policy commitments	40-41				
	2-25 Processes to remediate negative impacts	44-45				
	2-26 Mechanisms for seeking advice and raising concerns	46				
	2-27 Compliance with laws and regulations	25				
	2-28 Membership associations	43				
	2-29 Approach to stakeholder engagement	29				
	2-30 Collective bargaining agreements	66				

			OMISSION			
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
Material topics						
GRI 3: Material Topics 2021	Process to 3-1 determine material topics	30-31				
	List of material 3-2 topics	32-37				
Biodiversity						
GRI 3: Material Topics 2021	3-3 Management of material topics	90-91				
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss 101-1 Policies to halt and reverse biodiversity loss	90-91	101-1	Information unavailable/ incomplete	We do not have formal public policies to halt and reverse biodiversity loss that are informed by the national goals mentioned.	14.4.2
	101-2 Management of biodiversity impacts	90-91				14.4.3
	101-3 Access and benefit-sharing		101-3	Not applicable	There are no activities or transactions in the value chain related to access and benefit-sharing.	
	101-4 Identification of biodiversity impacts	90-91				14.4.4
	101-5 Locations with biodiversity impacts	90-91				14.4.5
	101-6 Direct drivers of biodiversity loss	90-91	101-6a	Information unavailable/ incomplete	Data currently unavailable, as we do not have systems in place to collect it. Monitoring mechanisms are under consideration for future reporting cycles.	14.4.6
	101-7 Changes to the state of biodiversity		101-7	Not applicable	Our mining operations are located in arid and dry areas and do not affect significant biodiversity or ecosystems.	14.4.7
	101-8 Ecosystem services		101-8	Not applicable	Our mining operations are located in arid and dry areas and do not affect significant biodiversity or ecosystems.	14.4.8

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		304-1	Not applicable	Our operational sites are not located within or near protected areas or areas of high biodiversity value.	
	304-2 Significant impacts of activities, products and services on biodiversity	90-91				
	304-3 Habitats protected or restored	90-91				
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations		304-4	Not applicable	Our operations are not located in areas that affect the habitats of biological species listed on the International Union for Conservation of Nature (IUCN) Red List or national conservation lists.	
Economic Performance						
GRI 3: Material Topics 2021	3-3 Management of material topics	43, 61, 77				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	42, 60, 61				14.9.2, 14.23.2
	201-2 Financial implications and other risks and opportunities due to climate change	76				14.2.2
	201-3 Defined benefit plan obligations and other retirement plans	60, 61				
	201-4 Financial assistance received from government		201-4	Not applicable	No financial aid was received in 2024.	14.23.3
Market presence						
GRI 3: Material Topics 2021	3-3 Management of material topics	53, 67				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 202: Market Presence 2016	Ratios of 202-1 standard entry level wage by gender compared to local minimum wage	67 ,53				14.17.2
	Proportion 202-2 of senior management hired from the local community	67				14.21.2
Indirect economic impacts						
GRI 3: Material Topics 2021	Management 3-3 of material topics	89 ,84 ,67 ,43				
GRI 203: Indirect Economic Impacts 2016	Infrastructure 203-1 investments and services supported	84- ,68-72 ,52 ,43 89 ,88 ,86				14.9.3
	Significant 203-2 indirect economic impacts	43				14.9.4
Procurement practices						
GRI 3: Material Topics 2021	Management 3-3 of material topics	68				
GRI 204: Procurement Practices 2016	Proportion of 204-1 spending on local suppliers	68				14.9.5
Anti-corruption						
GRI 3: Material Topics 2021	Management 3-3 of material topics	46				
GRI 205: Anti-corruption 2016	Operations 205-1 assessed for risks related to corruption	46				14.22.2
	205-2 Communication and training about anti-corruption policies and procedures	23 ,22				14.22.3
	Confirmed 205-3 incidents of corruption and actions taken	46				14.22.4

			OMISSION			
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
Anti-competitive behavior						
GRI 3: Material Topics 2021	3-3 Management of material topics			Not applicable		
GRI 206: Anti- competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		206-1	Not applicable	Mining rights are granted through government- issued licenses or concessions, following regulated tendering or allocation processes.	
Tax						
GRI 3: Material Topics 2021	3-3 Management of material topics	48				
GRI 207: Tax 2019	207-1 Approach to tax	47 Annual Report 2024 p. 90, 96				14.23.4
	207-2 Tax governance, control, and risk management	47				14.23.5
	207-3 Stakeholder engagement and management of concerns related to tax	47				14.23.6
	207-4 Country-by- country reporting		207-4	Not applicable	JPMC is only subject to the tax jurisdiction of Jordan.	14.23.7
Materials						
GRI 3: Material Topics 2021	3-3 Management of material topics			Information unavailable/ incomplete		
GRI 301: Materials 2016	301-1 Materials used by weight or volume			Information unavailable/ incomplete	Data collection methods necessary for this information were not available during the reporting period. JPMC is working to enhance the collection of this data in future periods as and when the appropriate capabilities become available.	
	301-2 Recycled input materials used			Information unavailable/ incomplete		
	301-3 Reclaimed products and their packaging materials			Information unavailable/ incomplete		

			OMISSION			
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
Energy						
GRI 3: Material Topics 2021	3-3 Management of material topics	77				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	77, 78				14.1.2
	302-2 Energy consumption outside of the organization			Information unavailable/ incomplete	JPMC is working to enhance the collection of this data in the coming periods as soon as the appropriate capabilities are available.	14.1.3
	302-3 Energy intensity	79				14.1.4
	302-4 Reduction of energy consumption	79, 80, 81				
	302-5 Reductions in energy requirements of products and services	79, 80, 81				
Water and effluents						
GRI 3: Material Topics 2021	3-3 Management of material topics	84				14.7.1
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	84				14.7.2
	303-2 Management of water discharge- related impacts	86				14.7.3
	303-3 Water withdrawal	84, 85				14.7.4
	303-4 Water discharge	84, 85				14.7.5
	303-5 Water consumption	84, 85				14.7.6

			OMISSION			
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
Emissions						
GRI 3: Material Topics 2021	3-3 Management of material topics	82, 83				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	82				14.1.5
	305-2 Energy indirect (Scope 2) GHG emissions	82				14.1.6
	305-3 Other indirect (Scope 3) GHG emissions		305-3	Information unavailable/ incomplete	Scope 3 GHG emissions are not yet calculated. JPMC is planning to initiate data collection and reporting in the near future.	14.1.7
	305-4 GHG emissions intensity	83				14.1.8
	305-5 Reduction of GHG emissions	80, 81, 82				14.1.9
	305-6 Emissions of ozone-depleting substances (ODS)			Information unavailable/ incomplete	Emissions of ozone-depleting substances have not yet been calculated.	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	83				14.3.2
Spills						
GRI 3: Material Topics 2021	3-3 Management of material topics	44				
GRI 306: Effluents and Waste 2016	306-3 Significant spills	44				14.15.2

			OMISSION			
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
Waste						
GRI 3: Material Topics 2021	3-3 Management of material topics	87				14.5.1
GRI 306: Waste 2020	306-1 Waste generation and significant waste- related impacts	87, 88, 89				14.5.2
	306-2 Management of significant waste-related impacts	87, 88, 89				14.5.3
	306-3 Waste generated	87, 88				14.5.4
	306-4 Waste diverted from disposal	87, 88				14.5.5
	306-5 Waste directed to disposal	87, 88				14.5.6
Supplier environmental assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics					
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria			Information unavailable/ incomplete	We do not currently assess new suppliers based on environmental criteria. We did not identify any suppliers as posing significant environmental risks during this reporting period.	
	308-2 Negative environmental impacts in the supply chain and actions taken			Information unavailable/ incomplete		
Employment						
GRI 3: Material Topics 2021	3-3 Management of material topics	53, 54				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	56, 57				14.17.3
	401-2 Benefits provided to full- time employees that are not provided to temporary or part- time employees	58, 60, 61				14.17.4
	401-3 Parental leave	58				14.17.5, 14.21.3

			OMISSION			
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
Labor/management relations						
GRI 3: Material Topics 2021	3-3 Management of material topics	65				14.8.1
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	65				14.8.2, 14.17.6
Occupational health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	48-52				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	48, 49				14.16.2
	403-2 Hazard identification, risk assessment, and incident investigation	49-51				14.16.3
	403-3 Occupational health services	48, 49, 52				14.16.4
	403-4 Worker participation, consultation, and communication on occupational health and safety	48-49, 52	403-4b	Information unavailable/ incomplete	Health and safety matters are addressed through direct engagement between management and employees, without formalized committees.	14.16.5
	403-5 Worker training on occupational health and safety	64				14.16.6
	403-6 Promotion of worker health	48				14.16.7
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	52				14.16.8
	403-8 Workers covered by an occupational health and safety management system	48, 49			We are ISO 45001 certified, but are unable to calculate the coverage percentage for this year as the data is not fully available at this time.	14.16.9
	403-9 Work- related injuries	49-51				14.16.10
	403-10 Work- related ill health	49-51				14.16.11

			OMISSION			
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
Training and education						
GRI 3: Material Topics 2021	3-3 Management of material topics	62-64				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	64				14.17.7, 14.21.4
	404-2 Programs for upgrading employee skills and transition assistance programs	62, 63				14.8.3, 14.17.8
	404-3 Percentage of employees receiving regular performance and career development reviews	62, 63	404-3a	Information unavailable/ incomplete	No percentage is currently calculated for employees who receive performance and career development reviews, as the data is not fully available at this time.	
Diversity and equal opportunity						
GRI 3: Material Topics 2021	3-3 Management of material topics	54,67				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	54				14.21.5
	405-2 Ratio of basic salary and remuneration of women to men	67				14.21.6
Non-discrimination						
GRI 3: Material Topics 2021	3-3 Management of material topics	67				
GRI 406: Non- discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	67				14.21.7
Freedom of association and collective bargaining						
GRI 3: Material Topics 2021	3-3 Management of material topics	66				14.20.1
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	66				14.20.2

			OMISSION			
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
Child labor						
GRI 3: Material Topics 2021	3-3 Management of material topics	65, 66				
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	65, 66				14.18.2
Forced or compulsory labor						
GRI 3: Material Topics 2021	3-3 Management of material topics	65, 66				14.19.1
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	65, 66				14.19.2
Security practices						
GRI 3: Material Topics 2021	3-3 Management of material topics	52				
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	52				14.16.6
Rights of Indigenous Peoples						
GRI 3: Material Topics 2021	3-3 Management of material topics	73				
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	73				14.16.6
Local communities						
GRI 3: Material Topics 2021	3-3 Management of material topics	68-72				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	68-72				14.10.2
	413-2 Operations with significant actual and potential negative impacts on local communities	68-72				14.10.3

			OMISSION			
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
Supplier social assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics	66				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	66				14.17.9, 14.18.3, 14.19.3
	414-2 Negative social impacts in the supply chain and actions taken	66				14.17.10
Public policy						
GRI 3: Material Topics 2021	3-3 Management of material topics	47				
GRI 415: Public Policy 2016	415-1 Political contributions	47				14.24.2
Customer health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	51				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	51				
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	51				
Marketing and labeling						
GRI 3: Material Topics 2021	3-3 Management of material topics	43				
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	43				
	417-2 Incidents of non-compliance concerning product and service information and labeling	43				
	417-3 Incidents of non-compliance concerning marketing communications	43				
Customer privacy						
GRI 3: Material Topics 2021	3-3 Management of material topics					
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data		418-1	Not applicable	Customer data privacy is not central to the nature of our industrial operations. We do not deal directly with individual consumers.	