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About the report
The report covers activities in the calendar year 2015. Our approach to reporting is to focus on material issues and activities, in line with stakeholder concerns and relevance in terms of context, completeness and balance. We strive for optimal accuracy, timeliness, clarity and reliability in the way we communicate.

It is possible to access the Group’s Sustainability accounting principles and previous year’s data on our website, where our Communication on Progress to the UN Global Compact is also available. Please go to www.maersk.com/sustainability.
This is the Maersk Group

The Maersk Group is a worldwide container operating company. In addition to owning one of the world's largest shipping companies, the Group is involved in a wide range of industries: ports, logistics, and oil and gas.

Maersk Line

A global network connecting the world through our liner services

- 97 countries
- 238,000 employees
- 2010-2015

Maersk Oil

An upstream and oil production company

- 2010-2015
- 33,044 employees

APM Terminals

A global port operator

- 2010-2015
- 63 terminals

Maersk Drilling

A specialist in offshore drilling

- 2010-2015
- 22 rigs

Maersk Supply Services

A specialist in logistics

- 2010-2015
- 4,270 ships

Maersk Carfreight

A specialist in car transport

- 2010-2015
- 2,870 trucks

Our Values

- The Maersk Group has the same values across the world: growing together, sharing profits, doing the right thing.

Our Name

- INDUSTRY
- CONTAINER
- Maersk


Number of fatalities

- 2014: 7
- 2013: 4
- 2020: 13

Suppliers

- 2014: 7,263
- 2013: 6,728
- 2020: 7,613

Repayments of borrowings

- 2014: 4,781
- 2013: 4,564
- 2020: 4,781

Number of oil spills

- 2014: 11
- 2013: 7
- 2020: 4

Operational scope. Covered by the Group's Generally Accepted Accounting Policies.

Financial scope. Covered by the Group's Generally Accepted Accounting Policies and controlling guideline.


Tax for the year

- 2014: 2,972
- 2013: 3,237
- 2020: 2,327

Fuel oil (1,000 tonnes)

- 2014: 128
- 2013: 163
- 2020: 56

Lost-time injury frequency

- 2014: 9
- 2013: 14
- 2020: 0

Employee engagement

- 2014: 2,87
- 2013: 3
- 2020: 34

Electricity (1,000 MWh)

- 2014: 112
- 2013: 73
- 2020: 1

Fatalities (headcount)

- 2014: 10
- 2013: 14
- 2020: 0

Water (1,000 m3)

- 2014: 189
- 2013: 24
- 2020: 17

Fixtures (million USD)

- 2014: 33,044
- 2013: 32,865
- 2020: 32,622

Operational scope. Covered by the Group's Generally Accepted Accounting Policies.

Financial scope. Covered by the Group's Generally Accepted Accounting Policies and controlling guideline.


Tax for the year

- 2014: 3,777
- 2013: 8,845
- 2020: 8,699

Fuel oil (1,000 tonnes)

- 2014: 218
- 2013: 218
- 2020: 1

Lost-time injury frequency

- 2014: 0
- 2013: 0
- 2020: 0

Employee engagement

- 2014: 11
- 2013: 7
- 2020: 0

Water (1,000 m3)

- 2014: 102
- 2013: 102
- 2020: 0

Fixtures (million USD)

- 2014: 3,730
- 2013: 3,777
- 2020: 3,650

Operational scope. Covered by the Group's Generally Accepted Accounting Policies.

Financial scope. Covered by the Group's Generally Accepted Accounting Policies and controlling guideline.


Tax for the year

- 2014: 3,064
- 2013: 3,064
- 2020: 0

Fuel oil (1,000 tonnes)

- 2014: 65
- 2013: 65
- 2020: 0

Lost-time injury frequency

- 2014: 0
- 2013: 0
- 2020: 0

Employee engagement

- 2014: 0
- 2013: 0
- 2020: 0

Water (1,000 m3)

- 2014: 466
- 2013: 466
- 2020: 466

Fixtures (million USD)

- 2014: 3,017
- 2013: 3,064
- 2020: 3,017

Operational scope. Covered by the Group's Generally Accepted Accounting Policies.

Financial scope. Covered by the Group's Generally Accepted Accounting Policies and controlling guideline.
The current business environment is harsh for the industries in which we operate. In spite of this, there should be no doubt that our commitment to sustainability in our businesses is unfaltering, as is our commitment to the United Nations Global Compact.

While the Group is in good shape, we too need to adjust to the market outlook in order to stay competitive. On this basis, we have had to say goodbye to employees mainly in Maersk Oil, Maersk Supply Service, Maersk Drilling and Maersk Line. In line with our Group Core Values, we try to provide support through these transitions.

Sustainability is business
Sustainability is not a luxury. It is a responsibility and a precondition for long-term competitiveness. To the Executive Board the responsibility is personal. It is our obligation to deliver our Company and our Name in better shape than when we stepped onto the bridge.

The current business environment is harsh for the industries in which we operate. In spite of this, there should be no doubt that our commitment to sustainability in our businesses is unfaltering, as is our commitment to the United Nations Global Compact.

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A continuous effort to reach zero
The Maersk Group has two areas on which our target is to reach zero. These are the areas of work-related fatalities and major oil spills. We are not satisfied with our performance on either.

In 2015, 7 people died while working for us. These fatal accidents occur in spite of our sustained prevention efforts through the work of our substantive and dedicated safety organisation. The fate of each of these people is deeply unsettling to me, and I want to assure all our employees’ families that we will continue to press forward to reach our ultimate target: to return all our people home safely at the end of the working day. This continues to be our highest sustainability priority.

We had three larger oil spills in 2015, which were contained and cleaned up when they occurred. Our analysis shows that spills mainly occur when work processes are not followed. An increased focus on process safety, which may help in avoiding spills in the future, is in progress across the Group’s businesses.

Improvements in partnership
A number of sustainability issues related to our industries require thought leadership and the creation of the knowledge, partnerships and collaboration necessary to induce real change.

Today, the majority of ships are dismantled and recycled at facilities on beaches. Here, the standards and practices often do not adequately protect the people working at the facilities and the natural environment. We have decided to play a role in changing this situation. Alone and in partnership with others, we will work to upgrade conditions at recycling facilities on the beaches in the Alang area, India, while we remain committed to responsibly recycle our own ships and rigs.

Opportunity for growth
The coming year will be challenging for our businesses, but also one with ample opportunity for those who are prepared to seize the many opportunities presented. As a competitive Group with a highly engaged workforce and performing in volatile markets this is what we will do to unlock growth – for the company and for society.

Nils S. Andersen
CEO of the A.P. Moller - Maersk Group
Governing progress on sustainability

Sustainability governance is needed to ensure high-level accountability and decision-making that will allow us to fulfil our ambitions, manage our risks and address the expectations of stakeholders.

Our main governance and supervisory body is the Sustainability Council. It reports directly to the Executive Board and oversees progress on the Group’s sustainability strategy. The Sustainability Council’s functions are laid out in a charter:

• To oversee compliance with the Group’s sustainability standards and policies in the Commit framework (see governance framework graphic below).
• To endorse sustainability strategies and positions and to keep track of the most prominent movements on sustainability across the Maersk Group.
• To guide execution of approved strategies and positions.
• To prioritise and approve projects related to the execution of the 2014–2018 Sustainability Strategy within the investment framework provided by the Group’s Executive Board.

Each of the Group’s operating businesses has established governance structures to implement and manage sustainability. Management is held accountable for this through bi-annual reporting and CEO reviews (see next page).

The Sustainability Council’s 2015 actions

An important item on the Council’s agenda for 2015 was the development of a strategy and project on ship recycling (see p. 14).

Other topics in 2015 included updates on the core Group sustainability programmes (Anti-Corruption, Responsible Procurement, Global Labour Relations and Diversity & Inclusion), approval of the Group’s position on the global cap on sulphur oxides, discussion of sustainability criteria in M&As, approval of enabling trade projects and development of a global education pipeline model, the viability of which will be discussed and determined during 2016. A Group safety update is the first topic on the agenda at each of the Council’s four annual meetings.

Members of the Council

The Sustainability Council has seven members representing key Group Functions and businesses. Their deep knowledge of our businesses makes for insightful discussions, direction setting and decision-making.

In 2015, the Sustainability Council members were:

• Claus V. Hemmingsen (Chairman and member of the Group Executive Board) and also CEO of Maersk Drilling
• Carol McDiarmid, acting Head of Legal and CSR in Maersk Oil
• Morten H. Engelstoft, CEO of APM Shipping Services
• Kevin Furniss, VP of HSSE APM Terminals
• Søren Toft, CEO of Maersk Line
• Steen Kastholm, Head of Group Procurement
• Annette Stube, Head of Group Sustainability

Establishing oversight on progress

To support the implementation of decisions and progress on sustainability ambitions, the Council is provided with a compliance and performance dashboard twice a year.

Overseeing CEO Reviews

Group Sustainability every year conducts reviews of the business’ progress and performance on sustainability. These are based on informed dialogues between business CEOs and sustainability staff and Group Sustainability. Each business is reviewed every second year. In 2015, reviews were performed in Maersk Oil, Svitzer, APM Terminals and Maersk Line. Results of the reviews are reported to the Sustainability Council and to the Executive Board.

The dashboard provides an overview of performance on key indicators related to Group targets and progress on sustainability integration in the businesses. It also shows status on implementation of centrally driven programmes, including where relevant, compliance as determined by the Commit assurance process (see figure on right).

Categories in the dashboard are: safety, CO2 emissions, oil spills, anti-corruption, responsible procurement, global labour relations, diversity and inclusion, and sustainability integration in the business units.

Below: The Sustainability Council debates, sets direction and decides on future actions on our material sustainability issues.

The Sustainability Council is where the interests of business and sustainability are aligned across the Maersk Group for optimal outcomes.”

Claus V. Hemmingsen
Chairman of the Sustainability Council

Sustainability governance framework 2015

Executive Board

Commit framework*
Group governance framework
Group Core Values, Group Policies and Group Rules

Sustainability Council**
Approves and oversees positions, projects and strategies

Group Functions
Owes and drive the Commit Group Rules

Group Sustainability
Overall management of sustainability
Develop, implement and monitor strategies, positions and projects

Business Units
Develop governance processes and structures to integrate sustainability
Manage sustainability risks and commercial relationships
Implement programmes to comply with the standards and policies in the Commit framework.

* Compliance with Commit items is the subject of an annual assurance process.
** Utilised approach and oversees Global Labour Relations and Diversity and Inclusion programmes.

Counsel members discuss progress and performance during the Sustainability Council meeting on November 10, 2015.
Determing our material issues

Assessing materiality
The materiality of issues to the Maersk Group is assessed through a process that considers issues that pose a risk to our business, and/or that affect our stakeholders due to the impact of our activities. The result is a list of issues which is then assessed in terms of importance to our business and our stakeholders. We integrate input from stakeholders by leveraging contributions from issue owners and businesses, who regularly engage with stakeholders relevant to their area of work.

In September 2016, a materiality calibration workshop was conducted in which this year’s assessments were discussed with issue owners. The conclusions from this workshop were compared to materiality assessments conducted by the businesses to ensure alignment.

The subject of personal safety is fundamental to both our values and policies and will always be our top priority. As such, we do not assess this issue alongside other issues as part of the materiality assessment process.

Informing our reporting
The materiality matrix shows the relative importance of the issues assessed on their impact on cost, revenue, compliance and reputation, and correlating this with the estimated level of importance to employees, customers, regulators, the media, investors, local communities and NGOs. The matrix informs our reporting as we mainly report on issues in the top right quadrant, but also include issues or obligations linked to our commitment to the UN Global Compact and regulation.

Changes from 2014 to 2015
Recycling of ships grew in importance to our business and stakeholders, which is reflected in both actions and reporting by the Group on this subject.

Diversity and inclusion was assessed as growing in importance due to increased risk of legal liabilities in some jurisdictions and a better understanding of the issue’s effect on Group opportunities, reputation and brand.

Strong safety measures, avoidance of major oil spills, and ensuring responsible business practices, including anti-corruption and aspects of human rights, remain the issues which are of highest concern to both business and stakeholders.

Maersk Group materiality matrix 2015

Our sustainability strategy

The ambition of our 2014–2018 sustainability strategy is to enable growth through trade and education while limiting transport’s impact on climate change.

Our sustainability strategy focuses on three areas of opportunity where we can accelerate the positive impacts of our business: enabling trade, climate change, and education.

In 2015, we reduced CO2 emissions, progressing toward our Group target and decoupling growth in volume from CO2 emissions. We also participated actively in partnerships and high-level advisory groups on carbon emissions in transportation.

In the area of enabling trade, we continued our work in three pilot projects and enhanced our advocacy of the WTO trade facilitation agreement.

We mapped and evaluated current investments in education and developed a model for upgrading the skill levels of a country, the viability of which will be determined during 2016.

The strategy also stipulates that we will continue to integrate sustainability in our operations, mitigate risks and improve performance levels. Our progress is described throughout the chapters in this report.

Change in drivers of progress
Two years into the strategy period we are making adjustments to the sustainability strategy as a result of learnings achieved and changing framework conditions.

While we originally designed the evolution of and target setting for the three themes (enabling trade, climate change, and education) to follow the same format, this approach is now less relevant. Whereas the key drivers for the enabling trade work are growth and innovation, climate change is driven by cost reduction and for education the original driver has changed along with the business climate in the energy sector. Consequently, we will have different approaches to the three themes going forward and are changing our approach to scaling up the projects from model to solution delivered in our businesses.

Unlocking growth

Why we do it
By raising the bar on energy efficiency, we can respond to a global challenge, supporting the need to decouple economic growth from CO2 emissions while lowering our cost. See page 10–11.

Access to global markets can help generate economic development and employment supporting businesses and people through new opportunities for exports and income. See page 9.

Education and employment provide opportunities for people and communities to develop and prosper while supporting relationship building for the Group in select markets. See page 14.

Our sustainability strategy

Sustainable Development Goals

In September of 2015 the United Nations general assembly, representing 193 countries, approved 17 new and global sustainable development goals. The private sector is expected to play a critical part in achieving these goals, and the goals have the potential to serve as a guiding light for companies searching for the right way to release their business potential to deliver on sustainability.

For the Maersk Group, the goals and expectations are closely aligned with our sustainability strategy's focus on unlocking growth and the partnerships in which we are already engaged.
Systemic issues require leadership and collaboration

Acknowledge, commit, act, lead, and collaborate. Five key concepts in tackling issues where our own actions will be insufficient to mitigate the risks to our business objectives or to maximise synergies between business growth and creation of societal value.

For some sustainability issues, change at a systemic level is the only way to effectively address and solve the issue. In order for this to occur, many actors will have to move in the same direction at the same time. In addition to their systemic nature, they pose material risks to the individual businesses’ objectives and they are issues that stakeholders believe are at least in part our responsibility. To simultaneously meet our responsibilities, mitigate risks and enhance opportunities, we need to take actions in our own business that allow us to demonstrate leadership. Only then can we legitimately and knowledgeably participate in the building of broad coalitions or in other ways collaborate to begin to address the issue at a systemic level.
Enabling trade through projects and advocacy

Trade is a key driver of growth and development and a core element in our sustainability strategy to unlock growth for countries and communities.

World Bank research has shown that no country in the last 50 years has sustained high levels of growth and significantly increased incomes without greatly expanding trade. However, there are many systemic challenges in unlocking growth, which create myriad bottlenecks holding back the expansion of trade.

Maersk Line has approximately 15% capacity market share in global container shipping. APM Terminals is the third-largest port operator in the world and Damco handles logistics services for some of the world’s largest companies. In spite of these facts, actions we take in our own business will not begin to solve the systemic problems involved in enabling trade. Only if other parties get involved, will meaningful change be possible.

The Maersk Group’s position allows us to take the lead in understanding how to enable trade. We have for some years now investigated the extent of trade and infrastructure bottlenecks on economic development. We have studied the impact of APM Terminals’ presence in Apapa, Nigeria, the effect of streamlining new trading routes in Latin America with specialised vessels, the impact of liner connectivity on growth in India, and the corporate side event related to the tenth WTO Ministerial Conference in Nairobi, Kenya.

As another way of strengthening our commitment to enabling trade, we accepted a seat in the steering group of the Global Alliance for the Trade Facilitation Agreement. This initiative combines the publicly funded investments in trade facilitation from the US, UK, Germany and Canada with the corporate insights and capabilities of Maersk Group. As implementation of the TF A draws closer we will begin piloting a shared, cloud-based digital document exchange infrastructure (a Shipping Information Pipeline), the Maersk Line Technology Innovation team, Group Sustainability, and Maersk Line in Kenya are involved in the project.

Making progress on three pilot projects

We continue to work on the pilot projects initiated in 2014. These are focused on improving processes and procedures for trading across borders and improving local businesses’ ability to access global markets.

A digital Shipping Information Pipeline in East Africa

The overall objective of this project is to enable East African business participation in regional and global trade. Together with our partner Trademakr East Africa, in 2014 we mapped the current 306 different and often paper-based communication interactions between 30 individuals or organisations involved in the transport of goods from East Africa to Europe. This mapping showed that the cost of time spent on documentation processes is equal to the actual shipment costs.

To remove the documentation barrier to trade, we are now piloting a shared, cloud-based digital document exchange infrastructure (a Shipping Information Pipeline). TradeMark East Africa secured broad engagement with relevant stakeholders in 2015, allowing us to create ownership and a governance structure for the project. With this in place, we began piloting the Shipping Information Pipeline. The Maersk Line Technology Innovation team, Group Sustainability, and Maersk Line in Kenya are involved in the project.

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Educating traders through ConnectAmericas

Small and medium-sized enterprises (SMEs) only make up a small fraction of global exports, yet they are key enablers of economic growth and development. Using social media, ConnectAmericas wants to empower SMEs in the Americas to participate in international trade. Some of the key obstacles they face are lack of access to education in trade procedures, reliable information and business contacts.

“ConnectAmericas is focused on small and medium-sized enterprises (SMEs) only make up a small fraction of global exports, yet they are key enablers of economic growth and development. Using social media, ConnectAmericas wants to empower SMEs in the Americas to participate in international trade. Some of the key obstacles they face are lack of access to education in trade procedures, reliable information and business contacts.

“With Connect-Americas, SMEs will have tools to release their export potential and grow to the benefit of people and societies.” - Matias Benderley, Chief of Partnerships and Resource Mobilisation Unit, Inter-American Development Bank

The project is owned and run by the Inter-American Development Bank with main partners from Google, DHL, Visa and AliBaba. In 2015, Maersk Line’s intra-Americas shipping line, Sealand, signed a Letter of Intent with the Inter-American Development Bank and began the development of training and information programmes for inclusion in the platform.

Our contribution will include information on areas such as logistics planning and customs procedures. At first, this is directed at Colombia, Mexico and Peru, with information prepared for these specific countries. We will also include guidance on price levels for goods transport, to allow companies to better understand their total cost of trade and thus competitiveness on international markets. We expect the training modules to be publicly available in 2016.

Developing a trading hub in East Indonesia

The area of Bitung in East Indonesia, has been earmarked for development by the country’s government. One measure applied is to establish Bitung as a hub for shipping commodities to global markets. In support of these plans and activities, the Alliance for the economic development of Bitung was officially established in late 2015 after a Letter of Intent was signed between relevant ministries and the Maersk Group.

The alliance investigates the two most prevalent commodities in the area, tuna and coconuts, to document the challenges in the exporting of these products, including clearance, terminal handling and regional as well as global connectivity of the Bitung area. The alliance intends to improve the port, support local manufacturing, create jobs and possibly invest in infrastructure. When the Bitung project is documented and the effects established, the actions can be replicated in other locations.

“Transport and logistics costs in East Africa are on average still between 50% and 60% higher than in the US and Europe. Reducing trade costs and allied processes will help enable East African companies to improve business competitiveness and provide access to trade for millions in the region.” - Frank Matesart, CEO, Trademark East Africa

The Alliance’s ambition to develop a replicable model for increasing trade by developing industries and provide growth to local communities would have vast implications for the economic development of all of Indonesia.” - Edy Putra Irwandy, Executive Director of the Indonesia National Logistics System/Deputy Coordinating Ministry for Economic Affairs of Indonesia for Commerce and Industry

www.youtube.com/maersk

Go to www.youtube.com/maersk to see: Paper trail of a container
Taking the lead on climate change

The Maersk Group continued to reduce CO2 emissions while growing our business in 2015. Based on our learnings from this decoupling, we advocate and advise on the role of transport in limiting climate change. Climate change is one of the main challenges facing global society. When addressing the climate change challenge, it must be done in a way that allows for simultaneous reduction in emissions and enhanced growth and development. If not, we will not meet people’s and communities’ ability to grow. Unmitigated climate change will cause destruction of vulnerable communities and natural environments, and have substantial negative impact on future economic growth—with estimates of a drop in gross domestic product ranging between 5 and 20%. It will impact the way of life everywhere on the planet.

Everyone’s problem

Nearly all economics today run mainly on fossil fuels and we struggle for enhanced energy efficiency across all business units. However, more than 80% of our emissions come from our container business and our main contributors are mainly activities and interests both within and between countries and sectors. In essence it is the right and possibility to grow and prosper which is at stake. Needless to say a solution to such a situation requires innovation and concerted political action. A challenge of this scale needs the involvement and commitment of all sectors. We continue to be engaged in several ways enhancing energy efficiency in our own operations through innovation and operational improvements, taking a lead in driving change in the shipping industry and engaging with the policy setting community.

It is a continued priority for the Maersk Group to take on a role in finding solutions to climate change. All our businesses consume or produce fossil fuels and we strive for enhanced energy efficiency across all business units. However, more than 80% of our emissions come from our container business and our main contributors are mainly activities and interests both within and between countries and sectors. In essence it is the right and possibility to grow and prosper which is at stake. Needless to say a solution to such a situation requires innovation and concerted political action.

Why this matters to society

Climate change, if not mitigated, will be vastly disruptive to global society, in terms of development, livelihoods and the natural environment.

Why this matters to the Maersk Group

CO2 emissions are directly linked to the Group’s bunker fuel costs (2 billion USD in 2015) and such an expenditure is important to our business, our customers and investors. Disruptions caused by climate change could have severe impact on our business, our employees and the communities where we work.

Our ambitions

The Maersk Group CO2 reduction target: 30% relative reduction in 2020, compared to 2010. Maersk Line, which accounts for 84% of the Group’s total emissions, target 40% reduction in CO2 emissions per container moved by 2020 (2007 baseline).

Our progress

Maersk Group’s relative CO2 reduction across the Group has declined by 24% 2011–2015 (2% reduction in 2015). Maersk Line’s CO2 emissions per container moved decreased by 4.5% compared to 2014, and 4.3% compared to 2007.

Next steps

Further roll out of carbon pricing. Increased focus on climate change resilience.

Carbon pricing in focus

We are evaluating the best means of integrating carbon pricing across our businesses. In Maersk Oil all major projects sanctioned in 2015 assessed CO2 emissions and associated carbon pricing was included in the analysis of an investor’s sensitivity to carbon pricing regulations.

We believe that establishing a global carbon pricing scheme could be instrumental in ensuring a level playing field that will enable competition on the basis of carbon performances. This will only be the case, however, if the scheme has global coverage or in other ways addresses the issue of higher costs in regions where carbon pricing is implemented.

Progress on reduction targets

CO2 emissions at group level given in absolute numbers, but we are on track to achieve the Group target of a relative reduction in CO2 emissions of 30% in 2020 compared to a 2010 baseline. By the end of 2015, a 23% reduction was achieved in total.

Maersk Line’s target is to reduce CO2 emissions per container moved by 60% by 2020, compared to a 2007 baseline. Even in times of low oil prices, a reduction of 42% was reached. Simultaneously, Maersk Line saw growth in volume transported, sustaining the decoupling of CO2 emissions and trade volumes. We also maintain our estimated 10% lead in CO2 efficiency compared to industry benchmarks.

The main contributors to Maersk Line’s continuous reductions in CO2 emissions are operational optimisation through network and data efficiencies, new more efficient vessels coming into service and retrofitting of existing vessels. Our Triple-E vessels made up an estimated 5 per cent of the reductions achieved in 2016. A retrofitting initiative raises the bridge on 18 Maersk Line vessels allowing for an extra layer of containers, which reduces emissions.

Decoupling volume transported and CO2 emissions

Transported containers (TEUs) Global CO2 emissions ( tonnes)


-50 -25 0 25 50


The graph shows actual development in absolute reductions in CO2 emissions at growing volumes transported by Maersk Line.

Climate change resilience

Decoupling volume transported and CO2 emissions

Maersk Tankers reduced emissions by 2.5% in 2015, mainly through a focus on energy use in ports, where consumption fell by 6.9% (2014 baseline). Maersk Oil’s CO2 emission levels grew due to a greater increase in production activities, while CO2 efficiency numbers improved in 2015.

Bringing in customers

In 2015, Maersk Line entered into the first carbon pacts, which are multi-year agreements with a customer committing Maersk Line to a tailored CO2 target in alliance with the customer. For example, Maersk Line and Philips signed a five-year carbon pact in 2015, with Maersk Line undertaking to cut CO2 emissions by 20% for every Philips container moved between 2016 and 2021, as well as integrating CO2 and other sustainability indicators into the commercial supplier relationship.

Global engagement and positioning

Essential to unlocking solutions to systemic changes is the building of coalitions and partnerships. For the Maersk Group, this began in 2019 by engaging with the UNGC, Carbon WarRoom, transparency in the shipping sector on its CO2 footprint. We further pursued this goal through the Clean Cargo Working Group, a business-to-business initiative on the environmental impacts of marine container transport. We also support the Caring For Climate initiative, a UN-driven framework for business leaders who set goals, develop strategies and practices, and publicly disclose emissions. A sizeable share of recent year’s emission reductions in the container shipping industry have been achieved through slow steaming, made possible by alterations to the ship’s engines. The Group lead the development of those in partnership with engine manufacturers and shared them freely with the rest of the industry.

Engaging in global debate

The International Maritime Organisation (IMO) puts shipping’s global share of emissions at 2.2%. The Group is engaged in activities to push for a level playing field regulation of CO2 emissions in the shipping sector, which needs to be global, flag neutral and reward early movers. As such, we were disappointed that shipping was not included in the Paris agreement approved at the COP21. We will sustain our engagement in the issue in the IMO and UNFCCC going forward.

We are encouraged by the UN Secretary General’s, Ban Ki moon, statement that he wants transport as a focal point for the next years. We are dedicated members of Ban Ki moon’s high-level cross sector panel on sustainable transportation, advising him on how to bring sustainable transport to the forefront of the development agenda since 2014, and look forward to being part of producing the first UN global outlook report on sustainable transportation under the auspices of the Secretary General.
Corruption is one of the most serious risks we face as a global business. Many of the Maersk Group’s operations are in countries where the risk of corruption is high, including demands for facilitation payments despite these being illegal in most parts of the world. In line with our values, we conduct our business in an upright manner.

Why this matters to society
Corruption undermines growth and social and economic development. As a obstacle to trade and undermining clean and fair business, it creates costly business interruption, difficulty in planning and executing business activities, which reduces societies’ ability to grow and prosper.

Why this matters to the Maersk Group
Eliminating corruption is inline with Group values, necessary to comply with legal obligations and required by our customers, employees and the society in which we operate.

Our ambitions
Pursuing the Group’s 2016-18 compliance strategy will:
— Continue to integrate compliance into daily business.
— Enhance efforts through support and assurance strengthening formal stakeholder engagement.

Our progress
34% reduction in facilitation payments (2014 baseline).

Eleven audits and spot checks performed.
Ten communication efforts.

Next steps
Continued focus on facilitation payments related to the Group’s target.
Executive on the compliance strategy.
Completed spot checks and audits.
Launch of new anti-corruption e-learning.

Facilitation payment demands remain a challenge as cultures of corruption are often deeply ingrained in societies and communities. These practices are not easily altered and taking a stand can, in many cases result in significant consequences (see case story on the next page). We work to reduce and eliminate facilitation payments, which are commonplace in the shipping and logistics industries. To increase the likelihood of success, we were instrumental in creating a collaborative forum to combat corruption in the maritime industries. However, such actions are only effective when companies can show credible improvements in their own performance.

Significant reduction in facilitation payments Facilitation payment demands remain a challenge for some parts of our businesses in some parts of the world. As such, they remain a focus area for our anti-corruption compliance programme. At the end of 2015, facilitation payments made by the Group’s shipping and logistics businesses had been reduced by 34% compared to 2014.

Site visits performed The Group Legal department, often together with compliance teams from the businesses, conducted 11 individual site visits in business unit facilities in Bangladesh, India and Vietnam, and business unit headquarters in Denmark. In 2015, businesses involved were Maersk Air, Damco, Maersk Supply Service, Maersk Drilling, and Maersk Line as well as Maersk Line and Maersk Tanker’s crew manning agency.

The visits evaluated compliance with key elements of this Group’s anti-corruption programmes, assessed the risks of documentation errors, which can result in direct demands from government officials during port calls, and included training and town hall sessions on compliance. They also included meetings with key service providers to emphasise the Maersk Group’s compliance requirements and evaluate the providers’ compliance actions.

Emphasising compliance The compliance visit showed that there is widespread awareness of corruption and the importance of compliance. In some locations we want to enhance training on the Group’s stand on facilitation payments, and focus on integrating compliance into daily operations as well as continually increasing local management focus on compliance.

In 2015, the Group CEO and business CEOs have frequently communicated the importance of our values and anti-corruption compliance to our business and customers, and urged all managers to put compliance high on their agendas, particularly in gaining business operations as well as continuously increasing local management focus on compliance.

Collaborating for change Elimination of facilitation payments requires commitments from governments, international organisations, the private sector and individuals. Recognising this necessity, Maersk Line in 2011 initiated the Maritime Anti-Corruption Network (MACN) together with eight like-minded peers from the maritime industry for tackling bribes, facilitation payments and other forms of corruption, and collaborated with local governments and other actors to identify and mitigate the root causes of corruption in the industry. The Maersk Group chairs MACN, which today has grown to over 65 participating companies.

The partnership works to strengthen members’ anti-corruption programmes and to contribute to improvements in the operating environment. For example, a programme focused on Nigerian ports has been running since 2012. MACN activities in 2015 included the planning of integrity training sessions with government officials and a best practice sharing session with port officials from inside and outside Nigeria. Both will take place in early 2016 and the outcomes will be used to develop tools to professionalise ports globally. Also in 2015, Maersk Line took a leading role in a MACN-driven “Say No” campaign in the Suez Canal to eliminate facilitation payments related to canal transit. A key learning is that even when joining forces, companies cannot solve corruption challenges on their own. Success also requires genuine willingness from national governments to combat corruption at home, and visible support and leverage from other governments and international institutions.

Update of whistleblower system To integrate learnings from the first five years of operating a whistleblower system, we worked to update and further promote the system in 2015.

Changes include technical improvements, better user interface and improved reporting categories. There were 91 genuine whistleblower reports (excluding fraud) made through the system in 2015, of which 4 alleged corruption, down from 13 in 2014. The total number of reports through the system in 2015 was 298, down from 383 in 2014. All were investigated following Group procedures, and if substantial, appropriate remedial actions occurred. These included dismissal, reprimands, warnings and additional training, changes in operations, procedures and systems, and reports to regulators.

To integrate learnings from the first five years of operating a whistleblower system, we worked to update and further promote the system in 2015.
Ship recycling is a heavily debated issue known to attract great stakeholder attention, mainly due to work practices on beaches. Media coverage of such beaching facilities has pointed to issues with child labour, frequent fatalities and only little control over spills of oil and chemicals. To many, ship recycling has become synonymous with negative human rights impacts and environmental degradation.

Out of a total of 768 ships dismantled globally in 2015, 469 – representing 74% of the total gross tonnage (GT) scrapped – were sold to facilities on the three beaches with ship recycling yards in India, Pakistan and Bangladesh. Despite our and other shipowners’ insistence on responsible recycling there has been no change in practices.

The right policy – but costly and limited

Since 2009 it has been the Maersk Group’s policy to only recycle ships responsibly. This policy was reconfirmed in 2015. Currently, this is only possible in a limited number of yards in China and Turkey. On average, using one of these yards has an added cost of one to two million US dollars per recycled vessel.

Also, our policy does not consider the fact that the majority of our vessels are sold off before they reach end of life. These vessels are not necessarily recycled responsibly, and some stakeholders have claimed that we employ double standards by accepting these actions.

An ageing fleet inspires action

The number of vessels up for recycling by Maersk Group companies has been limited for the past decade, but in the next five years a larger number of assets owned by the Group will reach end of life.

Facts

<table>
<thead>
<tr>
<th>USD 1–2m</th>
<th>extra cost of recycling each vessel at existing responsible yards</th>
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</thead>
<tbody>
<tr>
<td>768</td>
<td>ships recycled globally in 2015</td>
</tr>
<tr>
<td>469</td>
<td>vessels recycled on beaches in India, Pakistan and Bangladesh in 2015</td>
</tr>
</tbody>
</table>

Using only responsible recycling facilities is estimated to incur extra costs of more than 150 million US dollars, compared to using upgraded facilities in India. Moreover, new regulation of the area from the EU is also expected, and further down the line the Hong Kong Convention on ship recycling might enter into force.

Investigating the options

Driven by this situation, the Group conducted two visits at upgraded beaching facilities in Alang, India in 2015. Conditions at these yards were compared to criteria in the Hong Kong Convention and the proposed EU Ship Recycling Regulations, combined with the Group’s Third Party Code of Conduct criteria for anti-corruption, labour and human rights as well as sub-contractor matters.

The main conclusion was, that an upgrade to meet the necessary criteria would be possible depending on the commitment of the facilities themselves and the local governments.

Taking action on our own

As a consequence, the Group Sustainability Council decided that the Group should initiate engagement with a number of carefully selected yards in Alang, India. We will work directly with these to upgrade their practices to comply with our standards.

We will engage with facilities as they receive our ships for recycling by having Maersk Group-employed staff on-site to ensure upgrading of standards and conditions are made.

Involving other ship owners

At the same time, we know that the problem extends far beyond our own vessels. We also recognise that the vessels we sell off before end of life, will most probably continue to go to facilities on beaches with lower standards.

To mitigate this larger problem, we want to engage a broader coalition to help upgrade the Alang area to get better waste facilities, hospitals and a general upgrade of all the facilities on the beach. The more ship owners that commit to engaging over this issue, the greater the leverage for change.
Global partnerships for change

We collaborate on a range of subjects and with a range of partners.

Successful resolution of sustainability issues will rarely occur through the power of the individual company, state, NGO etc. Only when joining forces can significant change take place and alter the premises and solutions space for those involved.

Established partnerships may break down traditional barriers of competition or opposition when partners come together to explore how they can join forces to achieve an ambitious target.

On these pages are some of the most significant global, partnership-based initiatives and organisations in which the Maersk Group participates.

UN Global Compact
As a member of UN Global Compact programme, the Maersk Group has joined other companies striving to further the development, implementation and disclosure of responsible and sustainable corporate policies and practices.

UN Global Compact LEAD
Our UN Global Compact LEAD programme membership involves implementing the 10 UN Global Compact Principles into strategies and operations, meeting the Global Compact’s 24 Advanced Level reporting criteria and taking action in support of broader UN goals and issues. In 2015, the Maersk Group participated in the following project groups under UN Global Compact LEAD:

- Post-2015 development agenda: providing input to the development of the UN’s Sustainable Development Goals
- Roadmap for integrated sustainability: providing input to the development of guidance material for integration of sustainability in organisations

Clean Cargo Working Group
Maersk Line participates alongside other leading cargo carriers and customers in the Clean Cargo Working Group (CCWG) to tackle sector-related systemic issues in climate change response. Members share the vision of environmental performance improvements in marine container transport through measurement, evaluation, and reporting on cargo-related emissions.

Clean Cargo Working Group

Maritime Anti-Corruption Network
The Maersk Group was responsible for initiating the Maritime Anti-Corruption Network (MACN) in 2011 – the first of its kind within the maritime industry – in a bid to foster a collaborative approach towards stamping out the systemic issue of corruption and enabling fair trade to benefit society at large. It promotes good corporate practice in the maritime industry for tackling bribes, facilitation payments, and other forms of corruption.

Maritime Anti-Corruption Network

Caring for Climate
The Maersk Group is a supporter of the Caring for Climate initiative, which mobilises business leaders to implement and recommend climate change solutions and policies. Supporters set climate change goals, develop strategies and practices, and publicly disclose emissions. The initiative has 447 supporters and is jointly convened by the United Nations Global Compact, the secretariat of the United Nations Framework Convention on Climate Change and the United Nations Environment Programme.

Caring for Climate

Caring for Climate

Logistics Emergency Teams
As part of the Logistics Emergency Teams, led by the United Nations World Food Programmes (WFP), The Maersk Group is working with governments and UN partners, Agility and UPS, to provide emergency support in the form of logistics in the event of a large scale natural disaster.

Logistics Emergency Teams

Sustainable Shipping Initiative
Maersk Line joined other leading companies from the shipping industry forming Forum for the Future’s Sustainable Shipping Initiative (SSI). The coalition works to achieve a vision of a shipping industry that is both profitable and sustainable by 2050.

Sustainable Shipping Initiative

UN High-level Advisory Group on Sustainable Transport
The Maersk Group is part of the UN Secretary-General Ban Ki-moon’s High-level Advisory Group on Sustainable Transport, working with governments, transport providers, businesses, financial institutions and civil society to tackle the systemic issue of climate change by finding viable solutions to promoting public health and safety, environmental protection and economic growth through sustainable transport.

UN High-level Advisory Group on Sustainable Transport

World Economic Forum
World Economic Forum (WEF) is an international institution working to improve the state of the world through public-private cooperation. The Maersk Group interacts with WEF through high-level meetings, research networks and task forces, involving political, business, academic and other leaders in collaborative efforts to shape global agendas on global challenges.

World Economic Forum

World Ocean Council
The Maersk Group is a member of the World Ocean Council, a cross-sectorial industry alliance collaborating on stewardship of the world’s oceans, e.g. promoting ocean science in support of safe and sustainable operations, engaging in ocean policy and planning, and developing science-based solutions to environmental challenges.

World Ocean Council

Extractive Industries Transparency Initiative (EITI)
The EITI is a global standard for the governance of a country’s oil, gas and mineral resources, implemented by governments, in collaboration with companies and civil society to combat the systemic issue of corruption. Maersk Oil supports the EITI as part of its transparency and anti-corruption activities.

Extractive Industries Transparency Initiative (EITI)

IPIECA
Maersk Oil is part of IPIECA which is a global association working towards improving oil and gas industry operations and products to meet society’s expectations for environmental and social performance.

IPIECA

Caring for Climate

Caring for Climate

Sustainable Shipping Initiative

Sustainable Shipping Initiative

World Ocean Council

World Ocean Council

IPIECA

IPIECA
When Maersk Group employees are at work, they are very often at open sea using heavy machinery to complete tasks that if not carried out with great care and foresight could result in significant harm to people and the natural environment.

Moreover, we are a global company that have to ensure that we treat our employees with respect, and as a minimum, in line with local and international legislation and conventions. At the same time, employees in all locations around the world must be urged to act in line with the Maersk Group’s values and rules for responsible business conduct.

Our approach to dealing with these challenges is to run programmes that integrate the management of our material issues into our businesses’ operations. We acknowledge that our work on these issues will never be done and remain dedicated to be continuously improving our performance.
Respecting human rights

Having undertaken human rights due diligence process, we will further review five issues to better address the risk of Maersk Group activities having adverse human rights impacts.

Two perspectives on risk

When analysing human rights issues in our due diligence process and deciding on actions, we distinguish between two different approaches to risk, as traditionally understood in a business context, and responsibility, in line with how risk is defined in the UNGPs.

As a business, our corporate risk management approach assesses legal, financial and operational risks among others, to understand if they jeopardise our ability to reach our business objectives, including the objective of protecting our name and reputation. Appropriate response and mitigation actions are determined with the purpose of reducing company exposure to these risks accordingly.

However, in the area of business and human rights, risks are defined in terms of a corporation’s potential to adversely impact the human rights of, e.g., workers, communities and in the supply chain. As such, human rights due diligence enables us to understand how we could potentially be involved with adverse impacts through our business and value chain, and the extent to which we have a responsibility to act based on our involvement and our leverage. An appropriate response will address our involvement by acting in an upright manner, in line with our corporate values and based on our ability to bring about positive change.

Separating the two concepts of risk enhances decision making in terms of relevant actions to be taken and will be applied in our future work.

Prioritising human rights issues

In the due diligence process we sought to look at activities and business relationships across our value chain, which have the greatest potential to cause, contribute or be linked to severe human rights impacts. We then prepared a priority list of five issues for further assessment (see box on right). Being on this list indicates that our due diligence process has shown that the issue, while currently managed on an ad hoc basis, requires either further review or a more systematic and consistent approach across our businesses.

In addition to these five issues, other areas of concern were identified but not included in the priority list, because other programmes in the Maersk Group already work to manage these. Examples of this are trade unions, which are being addressed through our global labour relations programme (see p. 25) and major oil spills near coastal areas, which are possible for external parties to use this grievance mechanisms.

For these, we can use existing grievance mechanisms to assess the Maersk Group’s businesses’ impact, actions and progress.

Improving opportunities to raise human rights concerns

As part of our continued efforts to integrate the UNGPs and building on the guidelines for grievance mechanisms we developed in 2014, we have taken two actions related to grievance reporting

Maersk Oil and Maersk Tankers conducted a pilot project to map and assess their existing grievance mechanisms. One of the outcomes of the assessment was the development of a tool that will allow our businesses to map and assess their existing grievance mechanisms. The tool will be deployed to the rest of the businesses in the coming year. The pilot assessment in these two businesses showed that there is room for improvement in the ease of access to these grievance mechanisms.

In relation to access, an update of the Group’s whistleblower system will be implemented in early 2016 (see page 12). It, among other things, makes it possible for internal and external parties to use this channel to report a larger scope of human rights concerns. For example, actions harming persons, their livelihood or properties, child labour, human trafficking and forced labour related to our operations or our suppliers, contractors, or other business partners.
Protecting our people

Safety is the most material sustainability issue in the Maersk Group. Staying safe in the industries and environments that we work in requires excellent safety management and procedures. Our license to operate depends on it.

Concerted efforts to improve our safety performance continued throughout 2015 with activities in our businesses, each of which has dedicated organisations pursuing detailed safety plans and targets. We aim to have a strong safety culture and see safety as a core element of our operations.

Port terminals in focus on fatalities

Although the Group strives to have zero fatalities, we regret that 7 employees lost their lives during our operations in 2015. We are working urgently to address this and will not consider our efforts adequate until accidents of this kind are eliminated in our activities.

In 2014, 11 fatalities occurred. In 2015, regretfully 7 fatalities occurred as part of operations in the Maersk Group.

Our progress

In 2015, significantly fewer fatalities occurred as part of operations in the Maersk Group.

Next steps

Increase cooperation and knowledge sharing on process safety across businesses.

Enable Group wide standardised incident investigation.

Organise Group wide Global Safety Day.

Explore opportunities to align training across the Group’s businesses.

Maersk Oil’s goal is to eliminate high-potential incidents in operations and raise performance compared to peers, and Maersk Oil’s operating units each developed a five-year process safety plan in 2015. The plans focus on four global themes: process safety, management of change, control of work, integrity and reliability, and finally incident and emergency response. An important input to this will be establishing a detailed framework and competency requirements for the control and execution of work in the field. The plans will support the determined mindset on safety already existing on the platforms, here described by Henrik Udengaard who has worked in the Danish North Sea for 18 years:

“Working in this harsh environment with the North Sea wind howling around the clock, safety is our number one – we start the day with safety, and we end the day with safety. Over the years intervention has become fully ingrained in our work culture, where it’s not just acceptable to intervene, but recognised as being more of a moral duty,” he says.

In 2015, the number of high potential process safety incidents affecting Maersk Oil did not improve from 2014 levels. The majority of 2015 incidents had root causes related to operating discipline and assessment of risk. All high potential incidents are subject to an extensive investigation, which lead to actions that deal with the root causes in order to avoid repeating these, and similar types of incidents across Maersk Oil’s global operations.

Maersk Drilling introduced its first process safety KPI in 2014 focusing on well control incidents, and registered 14 incidents in 2015, the majority of which were of low severity and risk. Maersk Drilling also further developed their Barrier Management Strategy linking safety critical equipment with crucial tasks and roles to ensure optimal equipment performance, in response to requests from key clients and new Norwegian regulations. Process safety performance is supported by among other things, training activities, combining technical training with people skills training in simulator-based training situations. In 2015, 91 drilling crew members participated in Maersk Drilling’s team-based well control training, compared to a target of 80, and 60 persons employed on our newbuilds were trained, compared to a target of 83.

Fewer people participated due to time constraints for training across the Group’s businesses.

Fatality incidents in 2015

<table>
<thead>
<tr>
<th>Business</th>
<th>Location</th>
<th>Description</th>
<th>Employed by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qarma</td>
<td>Hu Chu Minh City, Vietnam</td>
<td>Driver crushed by own truck at warehouse loading dock</td>
<td>Third party</td>
</tr>
<tr>
<td>Maersk Training</td>
<td>Angola, Luanda</td>
<td>Training coach died from fall between two trolley levels</td>
<td>Maersk Training</td>
</tr>
<tr>
<td>APM Terminals</td>
<td>Namibe, Angola</td>
<td>Security guard crushed between containers during unloading of vessel</td>
<td>Contractor</td>
</tr>
<tr>
<td>APM Terminals</td>
<td>Mumbai, India</td>
<td>Security guard crushed between two trucks entering the port</td>
<td>Contractor</td>
</tr>
<tr>
<td>APM Terminals</td>
<td>Johannestad, South Africa</td>
<td>Security guard struck by moving trailer</td>
<td>Contractor</td>
</tr>
<tr>
<td>APM Terminals</td>
<td>Newark, USA</td>
<td>Dockworker stuck by a forklift on passing through loading area</td>
<td>APM Terminals</td>
</tr>
<tr>
<td>Svitzer</td>
<td>Bristol, the UK</td>
<td>Engineer caught between trucks during mooring alongside other tug</td>
<td>Svitzer</td>
</tr>
</tbody>
</table>
Personal safety performance improves in most businesses

The number of lost-time injuries and the frequency of these improved in 6 of our businesses compared to 2014. Improvements were mainly contributed to targeted efforts such as Maersk Drilling’s Team Zero and Maersk Line’s SAFE campaign. Maersk Line’s new safety strategy has shown promising results with seafarer LTIF decreasing more than 20%. Maersk Oil’s LTIF rate improved by 20% compared to 2014, assisted by the roll-out of the Incident Free Refresher programme and focus on improved contract management. In Svitzer sustained communication, top management commitment and systems integration explain improvements, while the significantly lower rate of lost-time injuries in Maersk Supply Service, was driven by a focus on Stop Work Authority and an improved risk assessment tool.

Among the measures that contributed to the improved safety performance, the Stop Work Authority and the improved risk assessment tool were highlighted. Maersk Line’s new safety strategy, which includes a focus on Stop Work Authority and an improved risk assessment tool, has shown promising results with seafarer LTIF decreasing more than 20%. Maersk Oil’s LTIF rate improved by 20% compared to 2014, assisted by the roll-out of the Incident Free Refresher programme and focus on improved contract management. In Svitzer, sustained communication, top management commitment and systems integration were key factors in improving safety performance, while the significantly lower rate of lost-time injuries in Maersk Supply Service was driven by a focus on Stop Work Authority and an improved risk assessment tool.

Safety performance

Lost-time injury frequency per business 2014 2015*
Maersk Oil 0.57 0.53
Maersk Drilling 0.63 0.57
Maersk Line 0.71 0.71
Maersk Supply Service 0.73 0.69

Managing impacts | Safety

Reducing the risk of labour disputes

The Maersk Group wants to build professional and productive relationships with the many unions and work councils that we do. As a result, we do not evacuate offices in 2015.

Building a vision and strategy in place sets direction and enables leadership and proactivity on labour relations. Also, they provide the ability to plan the direction and purpose with employees and their representatives, as opposed to a more reactive approach towards the relationships. This resulted in a commitment by all companies to develop their own labour relations strategies and as a result, the Group established a framework to implement a clear vision and strategy on labour relations at local level.

The businesses in the macroeconomic practice all operate across the East-West shipping route. This region is of strategic importance for the Maersk Group’s businesses. The many changes in the region over the last 10 years have also impacted the labour environment. In several countries new trade unions were created and the area became a focal point for the International Transport Workers Federation. At a workshop in Cairo, Egypt in November 2015, the participating companies, APM Terminals, Maersk Oil, Maersk Line, Svitzer and Damco, discussed the companies’ different approaches to labour relations in the region. This resulted in a commitment by all companies to develop their own labour relations strategies and as a result, the Group established a framework to implement a clear vision and strategy on labour relations at local level.

Local strategies for stable business

The Maersk East and North Africa community of practice on labour relations is an example of how collaboration and best practice sharing can bring about the results we aim to achieve with the global labour relations framework. One of the objectives of the framework is to implement a clear vision and strategy on labour relations at local level. The businesses in the macroeconomic practice all operate across the East-West shipping route. This region is of strategic importance for the Maersk Group’s businesses. The many changes in the region over the last 10 years have also impacted the labour environment. In several countries new trade unions were created and the area became a focal point for the International Transport Workers Federation.

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In March 2015 the board set a new target to be reached by the latest in 2019: three female board members elected by the annual general meeting if the board consists of twelve or more members. We currently have twelve board members of whom three are women. 

**Why this matters to society**

Equality access to work regardless of gender, nationality, beliefs, etc. enables individuals to fulfill their potential which supports growth and stability in societies.

**Why this matters to the Maersk Group**

Competing in a global marketplace requires global perspectives. The Group needs to be able to attract and retain employees in all the locations it operates in and benefit from the diversity of thought.

**Our ambitions**

Our ambition is to create a diverse and inclusive work environment where everyone can reach their potential. We set targets for the representation of women and nationalities in management.

**Our progress**

See separate table with details of targets and performance.

**Next steps**

Launch and promotion of global/maturity retention programmes.

Continue to roll out inclusive leadership and unconscious bias tools across the organisation.

Increase our focus on accelerating women and growth market leaders in senior roles.

Build momentum within the business units through the diversity dashboards.

Introducing the diversity dashboard

The introduction of a new diversity dashboard in 2015 helped us to identify current and future challenges around gender and nationality diversity. Beginning in April 2016, each business will provide with a quarterly dashboard measuring underlying factors impacting the progress on diversity targets. Also, Group HR will conduct quarterly dashboard reviews with the business units. The goal is to locate challenges and instigate actions to overcome these.

**Moving on tax transparency**

Civil society, national regulators, OECD, UN and responsible investors are advocating for multinational companies to increase transparency on their tax affairs, including where profits are made and where taxes are paid.

During 2015, the Maersk Group was actively engaged in this dialogue and prepared for an increase in transparency on the Group’s tax matters, in accordance with new regulatory demands.

**Participating in tax dialogues**

The Group continues its participation in forums debating corporate taxation, as it is in our interest to increase clarity and reduce misunderstandings over the subject. Through dialogues we aim to ensure that the debate on transparency and fair tax is based on facts regarding international tax systems and corporate practices.

We share experiences and practices with NGOs, politicians and other stakeholders and follow the developments in international and national tax legislation by liaising with tax authorities, academics and advisors, e.g. via the International Fiscal Association’s Tax Committee of the International Chamber of Commerce and the EU Joint Transfer Pricing Forum. The Maersk Group contributes to the work of the UN Committee of Experts on the international taxation of shipping.

In Denmark, the Group participates in “The Tax Dialogue” together with other companies, investors and academics to develop a shared understanding on tax, transparency and responsibility. Subjects discussed were for example corporate structures and the use of offshore financial centres, and the link between tax and value creation. The Tax Dialogue project is led by the NGO IBIS.

**Updating our tax policy**

In 2015, we began a review of the Group’s tax policy in light of the developments of international taxation and the OECD’s Base Erosion Profit-Shifting project (BEPS). The policy within the EU has been updated as needed to ensure compliance with best practice as reflected in BEPS.

To ensure that our practice is in alignment, a comprehensive review of the Group’s more than 1,000 companies in approximately 130 countries was initiated. Corporate structures will be modified as required following this review and in accordance with our tax policy. We do not expect major restructurings.

The Maersk Group fully discloses all corporate structures to tax authorities in all relevant countries. During recent years the Group has established 11 country tax centres and the existence of these centres has, through ongoing engagement with members of the local tax authorities, significantly increased dialogue with authorities on local tax matters.

**Preparing for mandatory reporting**

Disclosure of tax payments on a country-by-country basis in the annual report will be mandatory for Maersk Oil for the financial year 2016, in accordance with the EU Accounting Directive. Further, the Group is preparing for the non-public country by country reporting to tax authorities for all our business units, which will also become mandatory for the financial year 2016.

### Tax payment

<table>
<thead>
<tr>
<th>(USD million)</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit before tax</td>
<td>6,620</td>
<td>5,311</td>
<td>1,447</td>
</tr>
<tr>
<td>Tax</td>
<td>3,237</td>
<td>2,972</td>
<td>522</td>
</tr>
<tr>
<td>Tax as percentage of profit before tax</td>
<td>49%</td>
<td>56%</td>
<td>36%</td>
</tr>
</tbody>
</table>

Moving on tax transparency

The changes for 2015 in respect of Maersk Oil’s net result is not deductible against taxable incomes, leading to a very high tax for the year compared to the result in 2014.

Why this matters to society

Corporate tax revenues are one of the sources of investment in institutions such as education, health care, infrastructure and societal systems, characterising successful societies.

Why this matters to the Maersk Group

The Maersk Group’s ability to be competitive and reach its goals. Allowing all of our employees to reach their potential is important for The Maersk Group’s ability to be competitive and reach its goals.

Our ambitions

Comply with applicable tax regulations in legislation and pay taxes as required by law. In the course of tax transparency we will take a responsible approach and be transparent to authorities. Where special incentives are available under local law the company policy will make use of these.

Our progress

New Group tax governance structures and policies to align with new OECD BEPS requirements. Active participation in dialogue over corporate taxation.

Why this matters to the Maersk Group

Civil society, national regulators, OECD, UN and responsible investors are advocating for multinational companies to increase transparency on their tax affairs, including where profits are made and where taxes are paid.

Next steps

Continued stakeholder dialogue on tax issues. Implementation of action points based on 2015 results in review of corporate structures.

Completion of review of policy.
The definition of oil spills was revised for the year 2015, resulting in reporting of all spills above 0.159m³ (=one barrel), including land-based spills.

In 2015, Maersk Oil, as part of its process safety work programme, reviewed oil spill contingency plans, to ensure that plans and access requirements are adequate. The management of this risk is continuously improving.

Mitigating the risk of oil spills

Contrary to our ambition of zero oil spills, in 2015, three spills above 1m³ occurred as well as 26 smaller spills below 1m³. The three spills above 1m³ were:

- Maersk Line’s vessel ‘Nele Maersk’ experienced an accidental spillage of 35m³ into water during a routine operation of fuel transfer between tanks 70–80 miles off the Catalan coast. Initial root cause investigation revealed breaches of various internal procedures. Corrective and preventive actions have been shared, and modifications of the onboard alarm systems are in progress on relevant vessels.

- Svitzer’s vessel ‘Svitzer Grand Bahama’ experienced a 112m³ spill into the harbour in Freeport, Bahamas during an internal fuel transfer. The spill was cleaned up and subsequent investigation revealed the root cause to be human errors. Svitzer updated procedures and risk assessments which were communicated across the company’s vessels. A training programme on internal fuel transfers and bunkering is under development.

- Maersk Drilling experienced a 73m³ mud spill of which 72m³ were oil in relation to Maersk Drilling’s work in the North Sea. Bulk transfer work practices and supporting procedures were entirely revised and the elimination of spills in the company wide initiative was enhanced. Field wide environmental KPIs were rewritten with greater focus on eliminating spills, and data analysis strengthened.

- Maersk Line’s vessel ‘Methy1 Tertiary Butyl Ether’. A salvage plan was successfully implemented. The official investigation of the incident is ongoing.

New sulphur emission limits in force

The emission of sulphur oxides into air has been proven detrimental to human health and for this reason a 0.1% limit on sulphur in fuel has been in force for all emission control areas (ECAs) since January 1, 2015. The existing ECAs cover the Baltic Sea, the North Sea, the English Channel, most of the US and Canadian coast and parts of the Caribbean. For the Maersk Group, the cost of compliance with the 0.1% limit is around 300 million US dollars per year based on a price premium of around 100 US dollars per tonne of 0.1% fuel.

The Maersk Group has been active in pushing for strict enforcement of the rules and will continue to do so. The risk of non-compliance by ship owners is real with potential penalties on certain routes for non-compliant ship owners of more than 1 million dollars annually which threatens to skew the competitive playing field. In 2016, countries with parts in the current ECAs agreed to step up efforts to ensure stronger enforcement and will require one in every 10 ships to be inspected in ports under the new regime. We welcome this development.

Our collaboration with partners in the Trident Alliance over advocacy for stronger enforcement continues. At the annual meeting of this organisation in October 2015, it was decided to maintain focus on national enforcement within the ECAs while also beginning to address the enforcement problems with a global cap on sulphur of 0.1% in fuel. This may take effect already in 2020, pending a fuel availability study which will be presented to the IMO in October 2016. Enforcement of the global cap at sea will be left to the flag state and there is some doubt whether all flag states have the resources to lift that responsibility.

Ballast water in approval stalemate

Discharge of ballast water from one marine environment into another may introduce non-native species into the recipient marine ecosystem, with the potential to disturb local eco-systems and damage human health. To alleviate this threat, the IMO passed the Ballast Water Management Convention. This has still not been ratified, but the USA is enforcing its own regulation. The cost to the company of compliance with both IMO and US Coast Guard regulations is at present estimated to be in the area of 450 million US dollars over a five-year period.

The US Coast Guard has made it clear that the marine industry and vendors need to collaborate to bring approved systems to market based on US regulations. At present, vendors are testing close to 20 systems under conditions outlined by the US Coast Guard. The resulting reports will be submitted for approval, but there is no clear indication of when this may happen. Until approval is available for specific types of systems, ship owners run the risk of incurring costs from installing systems that might not be approved for use in US waters. The regulations are particularly relevant for Maersk Line, Maersk Tankers and Maersk Supply Service. Maersk Line has ballast water systems installed on Triple-E vessels and 14 smaller ships. We have been installing systems on new builds, and will retrofit relevant parts of the fleet when type approval and convention ratification is in place.

Engagement in the Arctic unchanged

The Maersk Group’s activity-level in the Arctic is low. The sensitive and unique environment found in the Arctic is fully recognised and we respect that the sanctity of nature and peoples in this region must not be compromised.

- Maersk Oil continues to hold exploitation licences in the Barents Sea in Norway and off the coast of North West Greenland. Opportunities are currently being evaluated but in the current price environment, Maersk Oil has no concrete activities planned.

- Maersk Drilling continues to explore possible drilling solutions for the Arctic area. No specific plans are in place at this point in time.

- Maersk Tankers continue to deliver various types of refined oil products to Greenland in line with the five year contract entered into force in 2015.

Our progress

- Three spills above 1m³, 20 spills below 1m³.
- 482,000 tonnes of SO₂ emitted.
- 755,000 tonnes of NOₓ emitted.

Next steps

Further integrate environmental due diligence in mergers and acquisitions.
Explore climate resilience mitigation options.
After 2015, mitigating the risk of irresponsible business conduct in our supply chain revolves around suppliers in 10 high-risk categories.

Overview of the 10 categories with highest risk of negative social or environmental impact:

1. Assets under construction
2. Manning and crewing agencies
3. Security companies
4. Chemicals and paint
5. Cleaning and catering services
6. Classification and certification*
7. Warehousing and distribution
8. Promotional items
9. Logistics and transportation
10. Raw materials

Timing is a challenge

In 2014 and 2015 we identified 86 suppliers with critical findings, and 641 suppliers with major findings. While 100% of the suppliers with critical findings have an improvement plan, only 63% of suppliers with major findings have an improvement plan.

The reason for this discrepancy between existing plans and suppliers with major findings, is the challenge related to making and closing improvement plans with suppliers while they are still in a contractual relationship with us. Up until now we have often begun the process halfway through the contract signed with a Maersk Group company which has often not left time for completion of improvement plans or processes before the contract ended.

Getting in at the beginning

We addressed this timing challenge in 2015, by making it mandatory for The Maersk Group’s buyers to establish an improvement plan with a supplier in a high-risk category with major and critical findings already at the contract signing. This process will be implemented in early 2016 and will enable us to have a closer dialogue with suppliers early in the relationship and to have sufficient time to monitor implementation of improvements.

Making global supply chains more inclusive

Small and medium-sized (SME) enterprises find it more challenging to implement the policies, systems and improvements that we require. To address this challenge, a new approach of collaborating with suppliers was tested when Maersk Line and Maersk Drilling involved local UN Global Compact representatives in workshops for SME suppliers in Turkey and Ghana, respectively.

It is our experience, that suppliers are better able to take ownership of their improvement plans by providing access to local guidance and network.
Community engagement and investment

In all corners of the earth, as here in the streets of Bogota, Colombia, the Maersk Group businesses connect with the daily lives of people and countries. Communities depend on us to deliver energy and goods and enable their participation in global trade, and we on them for business and employees and stable business conditions.

In light of this close relationship between the Maersk Group and global and local communities, we engage and invest in activities that are not rooted in a specific strategic objective but in the responsibility that comes from being able to make a difference through our business activities.
Skills and resources applied for the common good

The reach and breadth of our business creates many touch points with communities and their challenges. We engage when we have something unique to offer.

Upgrading vocational skills

Unlocking growth – for society as well as for the Maersk Group, who is unique to offer.

We engage when we have something

Communities and their challenges.

As part of our strategy on occupational education, we progressed on an education pipeline development project, through which we have mapped current activities across the Group and reviewed opportunities for Group investment in training and education to build the workforce skills base in selected growth markets.

Our assessment is that the greatest potential for societal and business value lies in capacity development of vocational technical education, particularly through training teachers and developing curriculum, and in expanding access to technical educational opportunities for underrepresented populations, particularly women.

To achieve significant reach and impact, such an initiative will require co-funding as well as close engagement of development and implementation partners both at global and national levels. Final determination of project viability will take place in 2016. For the Maersk Group, the business case for investing in education has changed since the launch of the sustainability strategy in early 2014, as markets previously characterised by high economic growth have slowed down, and the outlook for the oil industry is more challenging. Growth remains a priority for the Group, but primarily through acquisitions rather than organically.

Investing in education projects across the Maersk Group

| 111 projects across nine businesses and 33 countries |
|-----------------
| APM Terminals and Maersk Oil has the highest number of projects |
| Strongest geographical presence of projects is in Qatar, Angola, Brazil, USA and the UK |

The bulk of the projects are either local community projects or CSR initiatives such as university scholarships.

Helping in emergencies

When there are large disasters, experience and networking in transportation and logistics are often needed.

Since 2010, the Maersk Group has been a member of the Logistics Emergency Team (LET), whose current members are three of the largest, global logistics and transportation companies: Agility, the Maersk Group, and UPS. In cases of large sudden onset natural disasters, the LET’s capabilities can be requested by the UN Logistics Cluster led by the World Food Programme to become part of the assistance provided to the affected countries.

In 2015, the Group was part of LET emergency preparedness efforts, and participated in the collection and consolidation of logistics capacity in Nigeria and Papua New Guinea. Four Maersk Group employees were involved in the assessment of current port, waterways and road capacity in Nigeria, and one person in Papua New Guinea. This type of information is essential for speed and relevant interventions in case of a disaster.

Maersk Group employees also participated in the annual LET training on humanitarian logistics, contingency operations and the natural disaster context.

Beyond the LET activities, we continued our support for the West African countries affected most by the Ebola crisis, Liberia, Sierra Leone and Guinea Conacry, transporting free-of-charge relief items and supporting humanitarian organisations in their logistics operations. In the period from October 2014 to March 2015, Maersk Group businesses carried 494 containers of relief items, equal to a donation of 11,200 tonnes of shipping capacity and provided 77 containers. The containers with cooling capacity were mainly used for storage in medical centres while dry containers were used for the storage in warehouses and for inland transportation.

Also in 2015, Maersk Line and Damco provided support to World Food Programme partners working in Nepal after the two earthquakes, donating 40 containers and transportation. Use of the containers as intermediate storage options were vital in order to reach the populations in more remote and hard-to-reach areas where pre-existing structures were either lost in the quakes or used for temporary shelter for the affected people.

Collecting data to help protect oceans and coastlines

The Maersk Group joined the World Ocean Council in 2011, and contributes to scientific research by participating in the tsunami detection project as well as the Smart Oceans – Smart Industries (SO-SI) programme.

The Tsunami detection project aims to enable accurate and rapid detection and assessment of tsunamis, which is critical for effective mitigation. The project equips commercial vessels with geodetic GPS systems to take advantage of the vast ocean infrastructure they represent. This creates a cost-effective tsunami monitoring network. In 2015, six Maersk Group vessels were equipped with GPS system, together with four vessels from other parties. In the SO-SI programme, data is collected on physical, geographical and biological ecosystems and biodiversity.

The biggest purpose of the programme is to facilitate collaboration between the scientific/ocean observing community and the shipping and other ocean industries.

Lending a hand – or ship – to refugees

In response to the refugee crises related to the ongoing war in Syria the Maersk Group assisted in rescuing people in need in the Mediterranean Sea and made donations.

However the Group’s main contribution to the lives of refugees from this area, continues to be the search and rescue operations in the Mediterranean Sea. It is estimated that more than 100,000 refugees have crossed the Mediterranean to reach Europe in the course of 2015. Maersk Group ships have assisted in rescuing 5,704 refugees since the beginning of 2014, 1,805 in 2015 alone.

The Maersk Group follows international maritime law and crew participate diligently when asked to take part in rescue operations at sea.

In September of 2015, the Group and the AD Mallar and Chastine Mc-Kinney Møller Foundation donated 2 million Danish kroner (close to 300,000 USD) to a national drive to gather financial support for inland transportation.

In March, Maersk Line and Damco provided support to World Food Programme partners working in Nepal after the two earthquakes, donating 40 containers and transportation. Use of the containers as intermediate storage options were vital in order to reach the populations in more remote and hard-to-reach areas where pre-existing structures were either lost in the quakes or used for temporary shelter for the affected people.

484 containers of relief items transported equal to

11,200 tonnes of shipping capacity donated

77 containers for storage and inland transportation, provided

Community engagement and investment | Skills and resources

Two Angolan cadets from Maersk Supply Service, Dario Timóteo and Tchambumbui Mocanda, are training to become vessel captains.
Independent Assurance Report

To the readers of the Sustainability Report 2015
We were engaged by the Management Board of A.P. Moller - Maersk A/S (further 'the Group') to provide assurance on the Sustainability Report 2015 (further 'The Report'). The Management Board is responsible for the preparation of The Report, including the identification of material issues. Our responsibility is to issue an assurance report based on the engagement outlined below.

Scope
Our assurance engagement was designed to provide limited assurance on whether The Report is presented, in all material respects, in accordance with the reporting criteria.
We do not provide any assurance on the achievability of the objectives, targets and expectations of the Group.
Procedures performed to obtain a limited level of assurance are aimed at determining the plausibility of information and are less extensive than those for a reasonable level of assurance.

Reporting criteria and assurance standard
The Group applies internally developed criteria as described in the Group's sustainability accounting principles 2015. It is important to view the performance data in the context of these criteria. We believe these criteria are suitable in view of the purpose of our assurance engagement.
We conducted our engagement in accordance with the International Standard on Assurance Engagement (ISAE) 3000: “Assurance Engagements other than Audits or Reviews of Historical Financial Information”. This standard requires, among others, that the assurance team possesses the specific knowledge, skills and professional competencies needed to provide assurance on sustainability information, and that they comply with the requirements of the Code of Ethics for Professional Accountants of the International Federation of Accountants to ensure their independence.

Work undertaken
Our procedures included the following:
• A risk analysis, including a media search, to identify relevant sustainability issues for the Group in the reporting period.
• Reviewing the suitability of the reporting guideline, including conversion factors used.
• Interviewing management at corporate and business level responsible for the sustainability strategy, management and reporting.
• Interviewing relevant staff and reviewing internal control procedures on the data in The Report.
• Conducting an analytical review of the data and trend explanations submitted by all business units for consolidation at corporate level.
• Evaluating internal and external documentation, based on sampling, to determine whether the information in The Report is supported by sufficient evidence.

Conclusion
Based on the procedures performed, as described above, nothing came to our attention to indicate that the The Report is not presented, in all material respects, in accordance with the reporting criteria.

Amsterdam, 10 February 2016
KPMG Sustainability
Part of KPMG Advisory NV.

Wim Bartels
Partner

Copenhagen, 10 February 2016
KPMG
Statsautoriset Revisionspartnerselskab

Henrik O. Larsen
State Authorised Public Accountant
### Maersk Group Facts

- **Revenue**: 88,355
- **Employees**: 89,207
- **Profit after tax**: 34%
- **Equity**: 40.3bn
- **Net debt**: 925m
- **Equity**: 47,569
- **Revenue**: 2,341
- **Profit after tax**: 4,455
- **Equity**: 669
- **Net debt**: 11,087

#### The Values

- **Simplicity**: Reduces complexity to its essence.
- **Integrity**: Acts morally, confidently, and with respect.
- **Humbleness**: Never feels that our work is done.
- **Reliability**: Delivers on our commitments.

#### The Maersk Group has five core businesses

1. **Maersk Line**
   - **Revenue**: 461
   - **Employees**: 4,750
   - **Profit after tax**: 3,965
   - **Equity**: 21,171
   - **Net debt**: 732

2. **Maersk Oil**
   - **Revenue**: 189
   - **Employees**: 2,249
   - **Profit after tax**: 175
   - **Equity**: 3,582
   - **Net debt**: 522

3. **Maersk Drilling**
   - **Revenue**: 59
   - **Employees**: 3,382
   - **Profit after tax**: 175
   - **Equity**: 3,582
   - **Net debt**: 522

4. **APM Terminals**
   - **Revenue**: 362,405
   - **Employees**: 12,000
   - **Profit after tax**: 4,741
   - **Equity**: 4,427
   - **Net debt**: 38

5. **APM Shipping Services**
   - **Revenue**: 362,405
   - **Employees**: 12,000
   - **Profit after tax**: 4,741
   - **Equity**: 4,427
   - **Net debt**: 38

#### Performance on social, environmental and economic indicators

<table>
<thead>
<tr>
<th>Metric</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lost time injury frequency</td>
<td>0.57</td>
<td>0.73</td>
<td>0.89</td>
</tr>
<tr>
<td>GHG emissions (tCO2)</td>
<td>1.41</td>
<td>1.81</td>
<td>2.51</td>
</tr>
<tr>
<td>CO2 emissions (tCO2 eq)</td>
<td>1.81</td>
<td>2.51</td>
<td>4.21</td>
</tr>
<tr>
<td>Water Consumption (m³)</td>
<td>0.43</td>
<td>0.42</td>
<td>0.41</td>
</tr>
</tbody>
</table>

#### Key Performance Indicators

- **Employee engagement score**: 2014: 73%, Target: Zero
- **Profit after tax**: 2014: 8,737, 2013: 9,142
- **Equity**: 2014: 4,475, 2013: 4,111
- **Net debt**: 2014: 338, 2013: 272
- **Revenue**: 2014: 461, 2013: 379
- **Profit after tax**: 2014: 175, 2013: 166
- **Equity**: 2014: 3,965, 2013: 3,582
- **Net debt**: 2014: 175, 2013: 154
- **Revenue**: 2014: 794, 2013: 745
- **Profit after tax**: 2014: 56, 2013: 61
- **Equity**: 2014: 2,327, 2013: 2,327
- **Net debt**: 2014: 123, 2013: 119
- **Revenue**: 2014: 8,699, 2013: 8,845
- **Profit after tax**: 2014: 175, 2013: 163
- **Equity**: 2014: 2,327, 2013: 2,327
- **Net debt**: 2014: 123, 2013: 119
- **Revenue**: 2014: 3,064, 2013: 3,064
- **Profit after tax**: 2014: 175, 2013: 163
- **Equity**: 2014: 2,327, 2013: 2,327
- **Net debt**: 2014: 123, 2013: 119
- **Revenue**: 2014: 381, 2013: 333
- **Profit after tax**: 2014: 175, 2013: 163
- **Equity**: 2014: 2,327, 2013: 2,327
- **Net debt**: 2014: 123, 2013: 119
- **Profit after tax**: 2014: 175, 2013: 163
- **Equity**: 2014: 2,327, 2013: 2,327
- **Net debt**: 2014: 123, 2013: 119
- **Revenue**: 2014: 47,569, 2013: 47,386
- **Profit after tax**: 2014: 4,455, 2013: 4,332
- **Equity**: 2014: 175, 2013: 163
- **Net debt**: 2014: 123, 2013: 119

#### Additional Information

- **Maersk Line**: A global container shipping company.
- **Maersk Oil**: An independent Exploration and Production company.
- **Maersk Drilling**: An independent deepwater drilling company.
- **APM Terminals**: A global port operator.
- **APM Shipping Services**: A manufacturer of dry containers.

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Maersk Line

- **Employees**: 3,965
- **Profit after tax**: 4,2bn
- **Equity**: 21,171
- **Net debt**: 691m
- **Revenue**: 189
- **Profit after tax**: 175
- **Equity**: 3,965
- **Net debt**: 123

Maersk Oil

- **Employees**: 2,249
- **Profit after tax**: 175
- **Equity**: 3,582
- **Net debt**: 522

Maersk Drilling

- **Employees**: 3,382
- **Profit after tax**: 175
- **Equity**: 3,582
- **Net debt**: 522

APM Terminals

- **Employees**: 12,000
- **Profit after tax**: 4,741
- **Equity**: 4,427
- **Net debt**: 38

APM Shipping Services

- **Employees**: 12,000
- **Profit after tax**: 4,741
- **Equity**: 4,427
- **Net debt**: 38
Maersk Group has tailored the external financial reporting specifically towards the needs of our different stakeholders with two annual publications. The Annual Report has a focus on the detailed legally required information, whereas the Group Annual Magazine has a focus on providing an overview of key developments during the year. The publications can be read individually or combined depending on our stakeholders’ interests.

The Annual Report is available electronically in English on http://investor.maersk.com/financials.cfm. The Group Annual Magazine provides an overview of the operations and performance of the Maersk Group in a concise and easy-to-read format. The publication is not a substitute for the Annual Report and does not contain all the information needed to give as full an understanding of the Maersk Group’s performance, financial position and future prospects as provided in the Annual Report. The Group Annual Magazine is available in hard copy and electronically in English and Danish on http://investor.maersk.com/financials.cfm.

Maersk Group also produces Interim Reports for each of the first three quarters of the year. Presentations tailor made for investors and the financial markets are also uploaded every quarter.

Maersk Group also hosts a Capital Markets Day on a regular basis, which can be followed through a live webcast and the speakers’ presentation slides can be accessed via links. The Interim Reports, presentations and webcasts can be found on our Investor Relations website: http://investor.maersk.com/

The Board of Directors of A.P. Møller – Mærsk A/S continues to consider the “Recommendations for Good Corporate Governance” put forward by NASDAQ OMX Copenhagen. Further annual good corporate governance information is available in the statutory annual corporate governance statement; cf. 107, item b, of the Danish Financial Statements Act covering the financial period 1 January to 31 December.

An independently assured Sustainability Report is published and covers all of the Maersk Group’s material sustainability issues. The Sustainability website http://www.maersk.com/sustainability provides additional information on the UN Global Compact requirements describing how the Maersk Group fulfills these (Maersk COP), as well as the Maersk Group’s sustainability accounting principles. The majority of the Maersk Group’s businesses also publish annual accounts of their progress within their material sustainability issues.

The report contains forward looking statements on expectations regarding the achievements and performance of A.P. Møller - Mærsk A/S and the Maersk Group. Such statements are subject to risks and uncertainties, as various factors, many of which are beyond A.P. Møller - Mærsk A/S and the Maersk Group’s control, may cause actual results and development to differ materially from expectations contained herein.