



SUSTAINABILITY

2014



MAERSK
LINE



Maersk Line is the container shipping division of the Maersk Group which employs 89,000 people in 130 countries and is headquartered in Copenhagen, Denmark.

Not only do we power some of the world's largest ships – we also propel the growth ambitions of businesses and individuals all over our planet.

Every day, our 32,000 employees in 374 offices around the world bring their expertise to help customers optimise their supply chains, maximise their distribution networks and

most of all realise their business potential. We are devoted to supporting our customers and to continuously lifting industry standards while enabling global trade and economic development in the most sustainable manner possible.

What's in our care is not just cargo. We deliver promises. Promises from customers and businesses all over the world. Promises our customers have made to theirs – promises we will keep for them.

Your promise. Delivered.

CALL TO ACTION

TAKE THE CARBON PACT CHALLENGE

Are you ready to reach a tipping point in commercial sustainability? Maersk Line is looking to partner with other first-movers and influencers.

Read more on page 10.

Our low carbon future

Page 4

A licence to grow. Responsibly

Page 5

Low impact shipping

Page 6

Your promise. Delivered.

Page 8

A responsible business partner

Page 12

Enabling trade

Page 14

Performance table

Page 16

Key partnerships

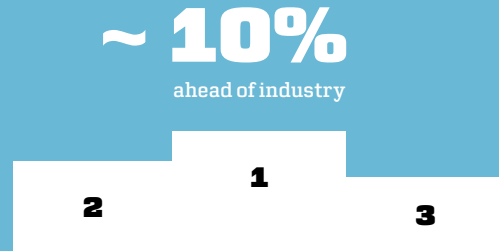
Page 17



OUR LOW CARBON FUTURE

RAISING THE BAR FOR EFFICIENCY

Over the past decade, Maersk Line has pushed the envelope for energy efficiency and CO₂ reductions. Today, we have reduced our relative emissions by 40% and are on average more than 10% ahead of the rest of the industry according to global benchmarks.



NEW CO₂ TARGET

Maersk Line has now set a bold new target to reduce CO₂ emissions per container moved by 60% by 2020 compared to levels from 2007. To achieve the target, average fleet CO₂ performance will have to be below current E-class (15,500 TEU capacity) performance today.

60%



2007



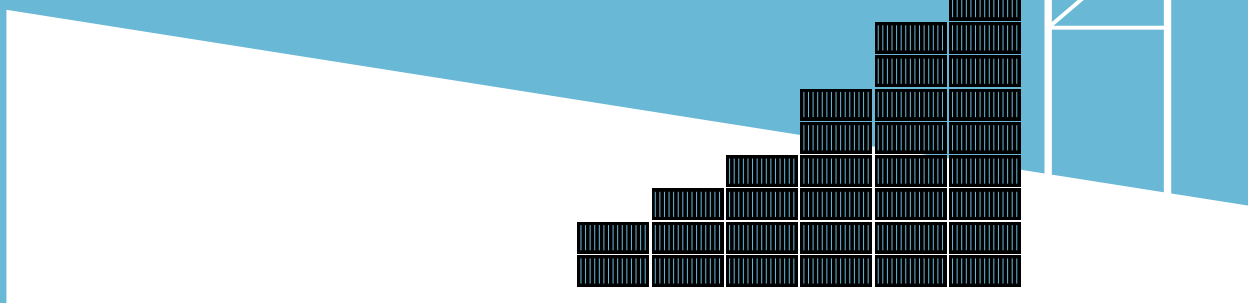
2020

DECOUPLING GROWTH FROM EMISSIONS

In absolute terms, Maersk Line expects to grow with the market, that is approximately 80% growth in volume by 2020 compared to 2007 while reducing total CO₂ emissions by 40%.

80% GROWTH IN VOLUME

40% ABSOLUTE CO₂ REDUCTION



200,000,000 TONNES CO₂ AVOIDED

Aggregating avoided emissions, Maersk Line will have saved the climate approximately 200 million tonnes CO₂ from 2007 to 2020. This is the same as annual greenhouse gas emissions from over 35 million passenger vehicles which is approximately the same as all passenger cars in France.

MAERSK LINE CEO

A LICENCE TO GROW. RESPONSIBLY

Maritime transportation is an important vehicle for global trade and growth. As the world's largest container shipping company, Maersk Line's role in enabling global trade and development is our most significant contribution to the world. Through our core business activities and our long-term sustainability programme, we are committed to finding new ways of promoting social and economic progress through trade with the lowest possible impact on the environment.

One of the ways to do this is to decouple growth from resource consumption. For several years now, Maersk Line has driven energy efficiency improvements across the company, pioneering initiatives ranging from network design and speed optimisation to technical upgrades and the deployment of new and more efficient ships in our network, such as our Triple-E vessels.

In recognition of this, in 2014 we set ourselves a bold target. We will reduce CO₂ emissions per container moved by 60% by 2020 compared to levels from 2007. The impact of this new target is a sustained decoupling of economic growth from CO₂ emissions. In effect, a licence to grow our business – and your business – in years to come. Innovation will be key to delivering the new CO₂ target, including pioneering fleet and network innovation beyond what can be reasonably fathomed today, and this is why the entire organisation is rallying to accelerate progress for tomorrow.

We are also supporting the new Sulphur Emission Control Areas in North America and Northern Europe, which came into effect on 1 January 2015. We are complying with the stricter rules by switching to cleaner but more expensive fuels. Simultaneously, we believe that a strong enforcement regime is needed to ensure a level playing field for carriers as well as shippers, and to make sure that health and environmental benefits are maximised. This is why we have partnered with other companies in the Trident Alliance, which works for robust enforcement of the regulation.

In general, partnership has been a key theme to much of our sustainability work in 2014, be it transformational commercial carbon pacts with selected customers, removing barriers to trade in emerging markets or keeping countries connected in the face of Ebola.

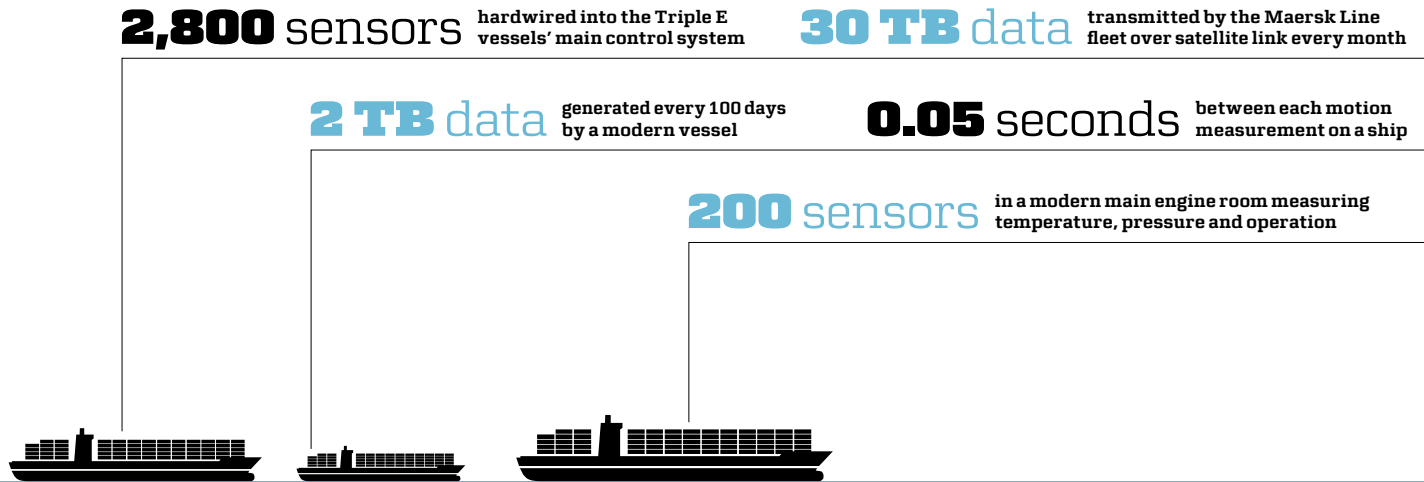
It is in this spirit that I invite you to read a selection of our sustainability stories and performance highlights. By partnering on joint sustainability challenges, we will deliver the business models of the future that generate sustainable and profitable growth – together.



Soren Skou, CEO, Maersk Line

“By partnering on joint sustainability challenges, we will deliver the business models of the future that generate sustainable and profitable growth – together.”

LOW IMPACT SHIPPING At Maersk Line, we lead the way in 'doing more with less'. We constantly seek out innovative and commercially viable ways to reduce our environmental impacts, be it CO₂ and other air emissions, ballast water, or the materials we use to build our vessels. With the launch of our new 60% CO₂ reduction target in 2014, we are accelerating our efforts to reduce our carbon footprint whilst growing our business.



BIG DATA, BIG SAVINGS

THE INFORMATION ERA MOVES INTO THE ENGINE ROOM

In a situation room in Mumbai, a small team closely monitors a giant map of the world on a screen. They are watching the progress of hundreds of red dots moving across the map, each one pinpointing the exact location of a Maersk Line vessel going about its voyage.

The room is home to the Maersk Line Global Voyage Centre, which monitors Maersk Line's fleet 24 hours a day, seven days a week. The team is using complex, real-time data to plan and execute the most efficient voyages for the vessels. Result: an optimised network, less fuel consumed and less CO₂ emissions.

"Today every ship is connected to shore via GPS and satellite communications," explains Pankaj Sharma, who leads the team. "We can monitor speed, fuel efficiency, weather conditions and other relevant parameters."

In fact, 2 GB of data is stored every day from the main control system of each and every Triple-E vessel. 2800 sensors are

hardwired into the Triple-E's main control system. The engine room alone has 200 sensors measuring temperature, pressure and operation. These huge amounts of data can be used to make critical business decisions on how to optimise fuel consumption. As a big carrier with more than 600 ships in operation, Maersk Line has a major advantage in terms of the ability to apply data on a big scale.

"We currently only use a fraction of the data available to us," says Jasper Boessenkool, Head of Strategic R&D at Maersk Maritime Technology. "Right now we are on a journey from analysing past data after the voyage has taken place, to daily data, and then towards 'instant data' – available online immediately, both onshore and on the vessel."

Despite only using bits of the data in 2014, the Global Voyage Centre contributed to a reduction of 125,000 tonnes of CO₂ emissions. The expectation is that as we become more advanced in our ability to leverage this data, the savings will be even greater for Maersk Line and our customers.



Radical upgrades of the existing fleet to improve fuel efficiency

New, larger and more fuel-efficient vessels such as the Triple-E have captured industry headlines in recent years for their cutting-edge innovation. However, with an asset lifespan of around 20-30 years, the existing fleet should not be overlooked in all the excitement. Maersk Line is taking a close look at older ships in its fleet and applying new and existing fuel-saving technologies in order to enhance their efficiency and reduce their emissions.

In September 2014, Maersk Line announced it would be investing up to USD 1 billion over five years in upgrades of existing vessels. This upgrade programme covers approximately 100 vessels and includes Maersk Line owned as well as leased vessels on long-term contracts. The technical upgrades will radically boost the fuel efficiency and significantly reduce the CO₂ emissions.

At the same time lower fuel consumption ensures that Maersk Line vessels stay cost competitive. Maersk Line sees an opportunity in upgrading of existing vessels to manage capacity in the market by not deploying more additional vessels than needed to grow with the market.

As part of the programme, Maersk Line has been testing several new and improved technologies to create industry-leading fuel efficiency. Knowledge has been applied from the newbuilding programme coupled with operational performance data from the existing fleet to ensure the best design and application. Optimised propellers, engine upgrades and new bulbous bows designed for slower speeds are expected to reduce CO₂ emissions from the 100 vessels equivalent to 1 million tonnes of CO₂ when fully implemented.

YOUR PROMISE. DELIVERED. Conduct your business in a responsible manner. Connect your products to people and markets across the globe with the lowest possible environmental footprint. Construct and future-proof your low-carbon supply chain. Ultimately, address your stakeholders' concerns without compromising your shareholders' needs.

Maersk Line is an integral part of global supply chains, serving customers across the globe. On a daily basis, we carry cargo ranging from milk cartons in your fridge to state-of-the-art vehicle engines. We also carry our customers' expectations, aspirations and promises.

Today, nearly one-quarter of Maersk Line customers consider sustainability to be an integral part of doing business with us. If you, like them, are looking for ways to reduce your wider CO₂ footprint by focusing specifically on the supply chain – just keep reading.

One of the major hurdles for companies seeking to measure and reduce their supply chain emissions is the daunting complexity and uncertainty that often follows. Complexity enters as companies try to navigate the jungle of carrier product labels, non-comparable data and general sustainability claims from suppliers. Uncertainty enters because even in cases where relevant data is available, there is still little guidance on how to judge good and bad sustainability performance and, just as importantly, how to

integrate these sustainability performance parameters into internal supplier assessment, benchmarking and selection processes.

At Maersk Line, we want to promote transparency and a common understanding of what sustainable ocean transport looks like to enable sustainable value chains of the future. In 2014, we worked together with the Clean Cargo Working Group to advance the uptake and active use of sustainability metrics. We also began working more closely with leading companies across industries to develop tangible commitments and action towards sustainable business.

Do you want to join us on this journey? As a start, Maersk Line can provide you with credible, third-party-verified CO₂ data, calculated according to the Clean Cargo Working Group industry standard and customised to your shipments. Additionally, our in-house sustainability experts are available to guide you through the data and discuss opportunities for deeper partnership. See also how you can reduce your supply chain CO₂ emissions on page 9.

Focus on freight forwarders

Are you a freight forwarder? Let us work together to ensure that your customers have full transparency of their supply chain impacts.

Maersk Line and DB Schenker Logistics recently signed a six-year strategic agreement on reducing CO₂ emissions from ocean freight. The partnership emphasises our companies' shared commitment to sustainable growth. Maersk Line will undertake to reduce the CO₂ emissions of every container it ships on behalf of DB Schenker Logistics by 20% from 2014 to 2020 and both companies will work to promote transparency and integration of sustainability metrics in business relationships.

“Maersk Line shares mutual aspirations for sustainable, profitable growth with many of our customers. By committing to reducing supply-chain emissions, we’re demonstrating our long-term commitment to delivering tangible carbon savings for a key partner.”

Stephen Schueler,
Chief Commercial Officer, Maersk Line

Take the Carbon Pact Challenge

Are you ready to reach a tipping point in commercial sustainability? Maersk Line is currently looking to develop further sustainability partnerships with other first-movers and influencers.

We offer

- Tangible, verified and documented CO₂ reductions that can be leveraged for internal and external reporting, branding and positioning.
- Full transparency over supply chain impacts to give you peace of mind.
- Access to Maersk Line experts ready to support your company's needs.
- A trusted partner to jointly accelerate the uptake of sustainability metrics.

Check out www.maerskline.com/sustainability or contact ml-sustainability@maersk.com to get started.

CARBON PACT

PARTNERING TO WIN. RESPONSIBLY

In 2014, Maersk Line launched the Carbon Pact initiative. The ambition is to engage and partner with leading customers and industries on one of the most tangible sustainability challenges facing our industry: decoupling growth from resource consumption and carbon emissions.

The Carbon Pact is a multi-annual agreement where in Maersk Line commits to a CO₂ target specifically tailored to the business of the individual customer. As part of the agreement, both companies also pledge to jointly drive transparency and establish aligned sustainability reporting metrics, ultimately promoting integration of these metrics into commercial decision-making processes. The aim is to enable more sustainable procurement, raising the bar for the entire industry – shippers and carriers alike.

Tetra Pak, the world's leading food-processing and packaging solution company, is committed to low carbon growth, and the company has seen the benefits of this approach. In 2014, Tetra Pak and Maersk Line formally agreed on a Carbon Pact.

Maersk Line has committed to reducing the CO₂ emissions per container moved for Tetra Pak by 45% over a 10-year period from 2010-2020. Additionally, both companies have agreed to actively support the development of tools and practices to integrate sustainability into the relationship between shippers and carriers and to publicly promote the idea with other companies.

"This Carbon Pact is confirmation of our mutual values and aspirations to achieve sustainable growth. At the same time, it is our ambition to jointly elevate and promote supply-chain transparency," says Robert Ingvarsson, director of Tetra Laval Group Transport & Travel.

"Maersk Line shares mutual aspirations for sustainable, profitable growth with many of our customers," says Stephen Schueler, Chief Commercial Officer at Maersk Line. "By committing to reducing supply-chain emissions, we're not only demonstrating our long-term commitment to delivering tangible carbon savings for a key partner – we're also showing that responsible business is good business."

136,000

TONNES OF CO₂
saved in 2014
by Maersk Lines
top-20 automotive
customers



Industry insights: Sustainable supply chains in the automotive sector

When industries come together across the value chain, an environment for scalable change is created. In 2014, Maersk Line's top-20 automotive customers collectively saved 136,000 tonnes of CO₂ by shipping with Maersk Line – a number we want to increase in the coming years.

Automotive and container shipping businesses represent different sectors of the transportation industry, yet they share a mutual commitment to innovative thinking and innovative business models – and sustainability is no exception.

In a highly competitive automotive industry, sustainability has climbed to the top of the agenda for many of Maersk Line's automotive customers, who are looking for long-term partners that can service increasingly complex global supply chains and can do so in a responsible manner.

A joint strategic sustainability agreement with the BMW Group

In the autumn of 2014, the BMW Group and Maersk Line signed a joint 'Sustainability Roadmap' – a Carbon Pact. This is a 5-year strategic deal committing both companies to closer collaboration on sustainable ocean transport. The BMW Group is now pushing ahead of the curve through partnering with Maersk Line, aiming at reducing

the environmental footprint from ocean procurement. Specifically, Maersk Line has committed to reducing BMW's CO₂ emissions by 25% per container moved from 2011-2018.

The partnership agreement is a win-win for both parties

For the BMW Group, it demonstrates commitment to sustainability towards customers, regulators and investors. For Maersk Line, it is another important milestone in our efforts to service a growing demand for sustainable shipping services.

"Partnership agreements like these are part of Maersk Line's value proposition to a selected number of customers. Sustainability is gradually becoming a clear differentiator for our automotive customers. It is also becoming a key selection criterion when contracts are negotiated. With our joint signatures, we have created a binding agreement, demonstrating that we are both in it for the long-term," explains Lars Kastrup who heads the automotive client segment.

He stresses that Maersk Line will continue to work closely with automotive partners to innovate and drive the business models needed to ensure sustainable value chains in the industry in the years ahead.

HOW TO REDUCE YOUR SUPPLY CHAIN CO₂ EMISSIONS

To leverage existing industry reporting standards, Maersk Line has worked together with the other members of the Clean Cargo Working Group (CCWG) to develop an easy-to-use 'How-To' guide for companies.

The guide is based on hands-on experiences of both carriers and shippers, and as it represents 85% of the global container capacity by tonnage, it is now the widely accepted standard for the industry.

The guide explains how you can use the CCWG data to benchmark your container shipping services credibly and provides concrete examples on how you can meet your company's CO₂ reduction commitments by incorporating this benchmarked data into your supplier assessment and selection processes.

Do you want to learn more?

Please check out www.maerskline.com/sustainability or contact ml-sustainability@maersk.com to start your journey.

1

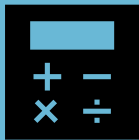
ASSESS YOUR SUPPLIERS' CO₂ PERFORMANCE



Map your major trade lanes and their CCWG CO₂ industry average.
Request your carriers to submit their CO₂ performance data for each of these trade lanes.

2

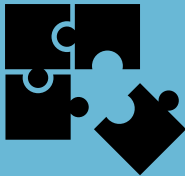
BENCHMARK SUPPLIERS



Design a simple scorecard and benchmark your carriers against CCWG CO₂ performance average.
Use the values assigned in the scorecard to calculate carrier scores per trade lane.

3

SELECT SUPPLIER



Consider the total score assigned to your carriers' CO₂ performance against other parameters such as quality, service and delivery.
Integrate your learnings into your supplier selection in line with your company's strategy and sustainability commitment.

4

SHARE BEST PRACTICE



Give feedback to your carriers and in this way create a positive market dynamic to accelerate performance amongst carriers.
Share your learning – and challenges – with other companies inside and outside your industry to create further momentum to reduce emissions at scale.

A RESPONSIBLE BUSINESS PARTNER Maersk Line is committed to conducting our business in a responsible and transparent manner. This extends to a number of different issues of key importance to responsible business practice, including anti-corruption, health and safety, a sustainable supply chain and making investments in the communities where we operate. Our commitment is an integral part of our core values.

SAFER SHIPPING

INDUSTRY LEADERS TEAM UP ON IMPROVING SAFETY

Sailing in high seas and bringing hazardous goods safely to their destination, Maersk Line employees operate in challenging workplace environments. Keeping people and assets safe is a primary responsibility for any company in this situation. Until recently, there was nowhere to turn for knowledge sharing, benchmarking and identifying best practices in the container shipping industry to ensure high safety standards and that no harm is done to people, ships, cargo, and the environment.

In 2014, seven major companies launched the Container Ship Safety Forum (CSSF) as a global business-to-business network to improve safety performance and management practices in the container shipping industry. Maersk Line, CMA CGM, E.R. Schiffart, Costamare, Hamburg Sud, Rickmers Ship Management and Zodiac Maritime Agencies are the founders. The aim is to collectively identify common safety hotspots across the industry and to find ways to address the underlying causes of these.

Initial discussions have revealed that members share the same concerns and face similar challenges. Best practices have already been shared on Port State Control inspections, managing rest hours, lifesaving equipment and personal injuries. In future, more detailed benchmarks will be established to identify the key barriers and opportunities for better safety performance.

Our ambition is to further grow and transform the CSSF into a truly global network comprising carriers dedicated to creating a safer industry," says Aslak Ross, Head of Marine Standards in Maersk Line and initiator of the forum. Over time, the CSSF is expected to become a platform to discuss and benchmark against one common safety standard and be a recognised voice in the container shipping industry providing our customers peace of mind that their cargo is in good hands.



Focus on Ebola

In 2014, Maersk Line continued its services to the Ebola-stricken countries Guinea, Liberia and Sierra Leone. Four vessels in one specific service loop were dedicated to ensuring adequate trade into the affected countries.

The Maersk Ebola effort in numbers:

- 462 containers of food, medicine and vehicles were dispatched to the affected countries. This amounts to approximately 10,700 tonnes of aid.
- 73 containers were donated for storage of medical and humanitarian supplies and for inland transportation.
- Maersk Line, together with the rest of the Maersk Group, donated USD 1 million to support the United Nations' effort against the outbreak.

0 tolerance towards bribery

Anti-corruption Corruption negatively impacts communities and overall global economic development by channelling funds away from open economies towards covert economies. Corruption also erodes the trust necessary to build healthy societies. We have zero tolerance towards bribery and participate actively in the fight against facilitation payments. We focus our efforts on training employees, best practice sharing, due diligence of partners, local risk mitigation initiatives and participating in industry-wide collaborations such as the Maritime Anti-Corruption Network (MACN) and the UN Global Compact.

233 senior managers trained in Global Labour Principles

Workplace standards Our employees are an essential ingredient in Maersk Line's success. We are committed to good and fair labour conditions for all employees to ensure their welfare. All Maersk employees are covered by a single set of labour principles designed to ensure their well-being. These principles are in accordance with internationally recognised instruments, including the Maritime Labour Convention.

0.71 Lost-time Injury Frequency (LTIF) in 2014

Health and safety We focus on creating a working environment where safety is deeply rooted into behaviour, performance and company culture. Our aim is zero accidents and we are committed to continuously reducing the number of incidents in our operation. Further, we work to promote health and safety considerations and best practices in our relationships with suppliers and other business partners.

23 projects supported globally benefitting 15 locations

Community investments and disaster relief At Maersk Line, we believe that we are more than the sum of our vessels. We play an important role in the communities where we operate, e.g. through job creation, capacity building and as an enabler of more efficient trade flows. As a result, we also have a long tradition for contributing to the communities in which we operate and we are committed to supporting causes where we can leverage our unique skills and assets as a global shipping company to make a real difference. Assisting in disaster relief is one way to achieve this goal. More information can be found at www.maerskline.com/help/donations-and-sponsorships.

1145 Maersk Line suppliers have joined the Maersk Responsible Procurement Programme

Lifting supply chain sustainability Managing sustainability impacts and performance in our supply chain is important. Only when we know the sustainability performance of our supply-chain partners can we manage our supply-chain risks effectively, work to minimise our impact throughout the supply chain, and at the same time deliver the transparency that our customers increasingly demand. Overall, we believe that working with responsible suppliers will also leave our business less vulnerable to accidents, governmental penalties, delays etc.



ENABLING TRADE Acting as the building blocks of global trade, containers connect producers and customers across the world. Continuous trade expansion and access to global markets can help generate economic development, stimulate job creation, increase people's income and raise living standards. However, in growth markets where the need for this is biggest, various obstacles continue to hamper trade: lack of infrastructure, corruption, burdensome documentation processes, supply-chain inefficiencies, and lack of logistics know-how, to mention just a few. Maersk Line can play an important role in addressing these challenges and in enabling further global trade, growth and development of communities around the globe. A few cases from Africa are shared below.

GHANA

EMPOWERING GHANA'S COCOA-GROWING COMMUNITIES

In the rural and fairly isolated cocoa-growing communities of Ghana, electricity is limited. A lack of access to information inhibits growth. The global digital divide is keenly felt in these parts of the country, and it restrains the opportunities for rural cocoa-growing communities. In 2014, Maersk Line and Cargill, a global provider of food and agriculture products and services, decided to jointly address this challenge.

An off-the-grid internet solution, the Zubabox, was installed in the Asarekwaa cocoa-growing community of Ghana, approximately 200 kilometres from the port of Tema. The solution is surprisingly simple: an empty container equipped with a solar panel, allowing the Zubabox to power and connect reconditioned computers.

Among other benefits, the solution has provided farmers with access to solar power for charging their phones. The increased communication is vital for their work and livelihood. For example, they can now call staff at the Cocoa Health and Extension Division who are responsible for controlling cocoa diseases which makes disease control much more efficient.

"The Zubabox is a great example of how we can go the extra mile and help facilitate information exchange and trade between Ghana and the rest of the world. It is also a great example of how we can work closely with global commercial partners, reputable NGOs and local communities, thereby enhancing the positive impacts we have in the communities where we operate."

Syed Naved Uz Zafar,
Ghana Country Manager, Maersk Line



SOMALILAND

BUILDING FISHERIES INSTEAD OF PIRATE BAYS

Somaliland combines challenges with opportunities. It is a fragile state and the world's fourth poorest, with youth unemployment as high as 67%. At the same time, Somaliland has an 800-kilometre coastline with rich fish stocks. Not quite development aid, and not quite a private-sector initiative, 'FairFishing' is a hybrid of both worlds, with one clear goal: fulfilling the needs for gainful employment, nutrition and optimal, rightful utilisation of marine resources in the Horn of Africa, thereby providing an alternative to illegal activities at sea and on land. Local fishermen, fishery companies, local and national organisations, ministries and authorities are working together through the project. The intention is to develop the necessary basic infrastructure for commercially viable fisheries in Somaliland.

Over the past two years, Maersk Line has partnered with FairFishing in the port of Berbera to set up a functioning cold storage system in Maersk Line refrigerated containers which can treat up to 4.5 tonnes of fish per day. The result is increased incomes for boat owners and fishermen, and better household living standards. To ensure long-term effects of the project, the work has focused on transferring skills to local communities and building a sustainable model for fisheries, including upgrading vessels, conveying equipment and training the fishermen within Somaliland, particularly in relation to employment of youth and women.

EAST AFRICA

A PARTNERSHIP TO UNLOCK GROWTH

An avocado is to be moved from a farm in Kenya to a retail store in the Netherlands for sale to a European consumer. That sounds simple enough, but as anyone engaged in global trade can testify, it is anything but that.

More than 30 individuals or institutions are involved in handling documentation. There are about 200 different communication interactions in the process, with public officials and between different companies. Consequently, the time spent waiting on paper stamps and email replies costs just as much as the actual shipment. This increases total cost and limits the market access for producers in Kenya.

A mapping of the numerous documentary requirements in the journey of flowers and avocados from growers in East Africa to retailers in the Netherlands was the first step of a partnership between Maersk Line and TradeMark East Africa, a not-for-profit organisation working to accelerate poverty reduction in the region through trade growth. The aim is to identify ways to reduce trade barriers for SMEs and perishable products out of East Africa, and to support companies in East Africa to gain easier entry to the world market. By taking an active role in addressing trade barriers, Maersk Line aims to build lasting commercial relationships in the region.

The next step in the project with TradeMark East Africa and partners in the region is to demonstrate how to digitise the complex process entirely, reducing the cost of administration and bureaucracy for everyone. A pilot project has been set up to document the effect of such a change.

"At Maersk Line, we have a natural interest in seeing trade growing and countries prospering from increased exports and imports. By taking an active role in addressing trade barriers, we aim to build lasting commercial relationships. We hope that the lessons we learn from pilot projects can be replicated and scaled in the future," says Maersk Line's Managing Director – East Africa, Steve Felder.

"In East Africa, up to 70% of GDP is created close to the two main trade corridors travelling north and south of Lake Victoria. If we can create increased efficiency in the way trade flows, we will be generating growth for an entire region. It has been great to find a private sector player who sees the potential in this and is willing to invest in growth for society, the local private sector as well as their own business."

Frank Matsaert,
CEO, TradeMark East Africa



PERFORMANCE TABLE

ENVIRONMENTAL PERFORMANCE		2012	2013	2014
Energy consumption				
Fuel oil	1,000 tonnes	10,048	8,845	8,699
Diesel	1,000 tonnes	11	8	8
Electricity	1,000 MWh	109	126	63
Greenhouse gas emissions (GHG)				
GHG emissions	1,000 tonnes CO ₂ eq	31,618	27,862	27,332
Direct GHG emissions (Scope 1 GHG Protocol)				
– CO ₂	1,000 tonnes	31,344	27,586	27,130
– other (CH ₄ , N ₂ O, HFC, PFC, SF ₆ & HCFC)	1,000 tonnes CO ₂ eq	212	208	164
Indirect GHG emissions (Scope 2 GHG Protocol)				
– CO ₂	1,000 tonnes	61	68	38
Other air emissions				
SO _x ^A	1,000 tonnes	537	473	466
NO _x	1,000 tonnes	910	795	771
VOC	1,000 tonnes	13	24	24
Particulate matters	1,000 tonnes	66	58	58
Relative emissions per container				
Average CO ₂ ^B	g/TEU/Km	58	51	47
Average SO _x ^C	g/TEU/Km	0.98	0.86	0.8
Other resource consumption				
Waste total	1,000 tonnes	303	272	338
– recycled (composting, reused, recycled)	1,000 tonnes	1	1	1
– solid (landfill, on-site storage, incineration)	1,000 tonnes	302	271	337
– hazardous (controlled deposit)	1,000 tonnes	0	0	0
Water consumption	1,000 tonnes	383	423	345
Spills (oil)	m ³	0	0	0
SOCIAL PERFORMANCE		2012	2013	2014
Our employees				
Number of full time employees (FTE's)	Number	32,527	32,865	32,622
Gender (Female representation)	%	36	37	36
Woman in leadership	%	n/a	17	16
Employee engagement	%	78	75	75
Safety				
Lost Time Injury Frequency (LTIF)	Frequency	0.76	0.71	0.71
Fatalities	Number	4	0	1
ECONOMIC PERFORMANCE		2012	2013	2014
Revenue	USD million	27,117	26,196	27,351

^A SO_x emissions calculated using the average sulphur content of the fuels used in Maersk Group. ^B Calculated as per Clean Cargo Working Group (CCWG) methodology. CO₂ data has been verified by Lloyd's Register in 2012, 2013. 2014 data is in the process of verification. ^C Calculated as a weighted average based on verified CCWG data on fuel consumption, distances and sulphur content.

KEY PARTNERSHIPS

CLEAN CARGO WORKING GROUP

A business-to-business initiative dedicated to improving the environmental performance of marine container transport through creating practical tools for measuring, evaluating, and reporting on the environmental impacts of global goods shipped.

www.bsr.org/collaboration/groups/clean-cargo-working-group

LOGISTICS EMERGENCY TEAMS

As part of the Logistics Emergency Teams, led by the United Nations World Food Programme (WFP), Maersk is working with governments and LET-partners Agility and UPS to use our common logistics expertise and equipment to respond more effectively when disasters strike.

www.logcluster.org/logistics-emergency-teams

MARITIME ANTI-CORRUPTION NETWORK

A global business network working towards its vision of a maritime industry free of corruption that enables fair trade to benefit society at large.

www.maritime-acn.org

SUSTAINABLE SHIPPING INITIATIVE

Leading companies from across the shipping industry, together with NGO's Forum for the Future and WWF, are leveraging their collective ambitions and positions to help deliver more sustainable value chains.

www.ssi2040.org

UN GLOBAL COMPACT LEAD

As a member of the UNGC LEAD programme, Maersk has joined 50 other leading global companies striving to the highest levels of sustainability performance through ambitious commitments and targets, and by transparent reporting on our progress and challenges.

www.unglobalcompact.org/howtoparticipate/lead

CONTAINER SHIP SAFETY FORUM

A global business-to-business network that improves safety performance and management practices in the container shipping industry.

www.bsr.org/collaboration/groups/container-ship-safety-forum

UN HIGH LEVEL ADVISORY GROUP ON SUSTAINABLE TRANSPORT

Maersk 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 find viable solutions to promote public health and safety, environmental protection and economic growth through sustainable transport.

sustainabledevelopment.un.org/topics/sustainabletransport/highleveladvisorygroup

CONTACT US

If you have questions, comments or suggestions about the report, or our performance, we welcome your feedback.

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