

Performance on social, environmental and economic indicators

	The Maersk Group			Maersk Line			Maersk Oil			APM Terminals			Maersk Drilling			Maersk Tankers			Maersk Supply Service			Svitzer			Damco			Other businesses			Unallocated and eliminations		
	2015	2014	2013	2015	2014	2013	2015	2014	2013	2015	2014	2013	2015	2014	2013	2015	2014	2013	2015	2014	2013	2015	2014	2013	2015	2014	2013	2015	2014	2013	2015	2014	2013
Social performance																																	
Our employees																																	
Number of employees (FTEs)	88,355	89,207	88,909	32,750	32,622	32,865	4,427	4,475	4,111	21,171	20,639	20,270	3,965	4,741	4,028	2,366	2,487	3,087	2,066	2,114	2,104	2,847	2,723	2,843	11,087	11,313	11,388	6,392	7,365	7,565	1,284	728	648
Gender – female/total (% based on FTE)	25	23	24	35	36	37	23	24	23	10	10	9	9	9	9	3	3	3	8	8	7	6	6	5	52	38	37	11	10	11	38	42	40
Women in leadership (% based on FTE)	15	14	14	17	16	17	14	14	13	13	15	14	9	10	11	3	3	3	3	3	2	21	16	6	26	24	23	6	5	6	23	24	23
Fatalities (headcount)	7	11	4	0	1	0	0	0	0	4	10	3	0	0	1	0	0	0	0	0	0	1	0	0	1	0	0	1	0	0	0	0	0
Lost-time injury frequency (based on exposure hours)	n/a	n/a	n/a	0.55	0.71	0.71	0.58	0.73	0.89	1.94	1.41	1.81	0.31	0.57	1.61	0.13	0.41	0.56	0.11	0.57	0.09	0.53	1.06	0.51	0.63	0.43	0.42	n/a	n/a	n/a	n/a	n/a	n/a
Employee engagement – percentage favourable (% based on headcount)	76	73	72	76	75	75	71	73	76	78	74	73	80	81	76	77	73	74	77	73	74	74	72	70	77	68	70	n/a	n/a	n/a	n/a	n/a	n/a
Environmental performance																																	
Energy consumption																																	
Fuel oil (1,000 tonnes)	9,455	9,388	9,755	8,858	8,699	8,845	65	72	82	5	4	5	17	14	0	392	501	740	54	33	21	55	51	58	0	0	0	8	13	3	1	1	1
Gas fuels (1,000 tonnes)	683	651	608	2	4	4	674	639	600	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1	4	1	3	3	2	0	0	0
Other fuels (1,000 tonnes)	192	189	166	8	8	8	65	59	49	114	116	102	0	0	0	0	0	0	0	0	0	0	0	0	3	3	4	2	3	3	0	0	0
Electricity (1,000 MWh)	808	794	745	60	63	126	112	119	67	481	468	418	2	3	3	0	0	0	1	1	1	9	10	9	38	38	38	102	90	81	3	2	2
Energy consumption (total/TJ)	428,874	423,796	435,680	362,405	355,129	361,331	37,483	36,156	34,206	6,189	6,165	5,479	731	620	11	16,112	20,450	30,212	2,300	1,422	911	2,373	2,211	2,491	319	481	348	916	1,109	637	45	53	54
Greenhouse gas (GHG) emissions (1,000 tonnes CO₂ eq)																																	
GHG emissions	33,459	32,808	33,876	27,973	27,332	27,862	3,064	2,798	2,719	576	574	553	59	50	1	1,260	1,588	2,339	185	114	73	193	181	203	35	44	37	110	123	84	4	4	5
Direct GHG emissions (scope 1 GHG Protocol)	33,044	32,406	33,494	27,935	27,294	27,794	3,006	2,737	2,683	358	366	365	58	49	0	1,259	1,588	2,339	185	114	73	189	176	198	11	22	15	40	57	24	3	3	3
Indirect GHG emissions (scope 2 GHG Protocol)	415	402	382	38	38	68	58	61	36	218	208	188	1	1	1	0	0	0	0	0	0	5	5	5	23	22	22	71	66	61	1	1	1
Other air emissions (1,000 tonnes)																																	
SO _x	482	500	520	458	466	473	2	4	4	0	2	2	0	0	0	19	26	39	1	1	0	1	1	1	0	0	0	1	0	1	0	0	0
NO _x	755	752	780	702	690	701	9	10	10	2	3	2	1	1	0	31	40	59	4	3	2	4	4	5	0	0	0	2	1	1	0	0	0
Other resource consumption																																	
Waste (1,000 tonnes)	479	461	379	317	338	272	21	42	35	70	34	28	2	0	0	12	11	11	4	1	2	3	3	2	5	5	5	45	27	24	0	0	0
Water (1,000 m ³)	4,025	3,730	2,519	321	345	423	466	327	66	2,249	2,051	1,220	14	16	12	218	259	4	54	18	17	40	46	36	250	215	211	407	447	524	6	6	6
Spills																																	
>10 m ³	3	n/a	n/a	1	n/a	n/a	0	n/a	n/a	0	n/a	n/a	1	n/a	n/a	0	n/a	n/a	0	n/a	n/a	1	n/a	n/a	0	n/a	n/a	0	n/a	n/a	0	n/a	n/a
Economic performance (USD million)																																	
Revenue	40,308	47,569	47,386	23,729	27,351	26,196	5,639	8,737	9,142	4,240	4,455	4,332	2,517	2,102	1,972	1,058	1,175	1,625	613	778	772	669	812	831	2,740	3,164	3,212	1,185	1,480	1,475	-2,082	-2,485	-2,171
Profit for the year	925	5,195	3,777	1,303	2,341	1,510	-2,146	-861	1,046	654	900	770	751	478	528	160	132	-317	147	201	187	120	-270	156	19	-293	-111	316	408	400	-399	2,159	-392
Tax for the year	522	2,972	3,237	128	163	61	175	2,327	3,004	106	234	56	163	123	119	1	-1	-2	10	18	20	6	20	21	21	52	22	-16	6	17	-72	30	-81

■ Financial scope. Covered by the Group's Generally Accepted Accounting Policies and controlling guideline.
 ■ Operational scope. Covered by the Group's Generally Accepted Accounting Policies.
 ■ Described in the Group's Generally Accepted Accounting Policies, but data coming from other sources than the financial and operational scoped data.

Sustainability accounting principles

Reporting framework

The report was prepared using the Global Reporting Initiative's (GRI) G4 Sustainability Reporting Guidelines as guidance to determine report content and quality in terms of materiality, stakeholder inclusiveness, sustainability context, completeness, balance, comparability, accuracy, timeliness, clarity and reliability. The Group no longer applies GRI-specific disclosures.

Reporting period

Our reporting covers the period from 1 January to 31 December 2015.

Controls

The consolidated reporting tool used by our businesses to report performance data is validated via IT audit, with manuals and online training in place. A set of generally accepted accounting principles for sustainability is established, which defines the reporting rules, processes and responsibilities. A controlling guideline has been distributed to help secure the business units' own assurance of submitted data, before sign-off by the respective CEO and CFO. Furthermore, all business units are obliged to provide explanation sheets on significant data developments. Furthermore, the data reported under financial scope is included in the framework used to assure risks and controls for financial reporting (Danish Statements Act §107b, section 1, no 6).

Scope

Operational scope is only applied for safety and spills data when a business unit or one of its subsidiaries has the governing authority and responsibility for safety and environmental management of the people,

processes and facility – either directly or indirectly via third-party contractual arrangements. This approach excludes data from assets which are partly owned by the business unit but operated by another company (i.e. a non-operated joint venture). Mobile assets are included when operated by the business unit. For vessels, the International Safety Management Code Document of Compliance must be held by the business unit to include the data.

Financial scope is applied for all other sustainability data, and is defined as follows:

- Owned assets and leased in assets which the Group uses: the Group is liable for consumption, emissions and other environmental elements.
- Owned assets which are leased out: the Group is not liable for consumption, emissions and other environmental elements – the lessee is.

Technical management of an asset on behalf of third parties does not change the responsibility. Thus, consumption and emissions still belong to the asset owner/lessee who uses the asset. In regard to greenhouse gases, the reporting must be compatible with the Greenhouse Gas (GHG) protocol: direct emissions from own assets (Scope 1), indirect emissions from purchased electricity and district heating (Scope 2). Within our current climate change policy, we report on scope 1 and 2 GHG emissions.

Comparability

Esvagt was sold during the year, which is why it is not included from 2015. The definition of oil spills was updated in 2015. VOC/PM emissions as well as chemical and waste spills are no longer reported upon.

2015 environmental data for Maersk Tankers cannot be compared to 2014 and 2013 data due to change in basis for scoping, which has changed into pool points instead of pool vessels.

Consolidation

For operational control, 100% of the data from the operated assets is included irrespective of percentage ownership. Financial scope uses our financial consolidation methodology; data is collected per legal entity per activity, and the figures are consolidated line-by-line. Subsidiaries, in which the Group has full control, are included 100%. Joint operations are included by proportional consolidation. Joint ventures and associated companies and other companies, in which the Group does not have control, are excluded. Using financial consolidation principles helps us establish the sustainability indicators, which can be compared directly with financial data, thereby providing context for our performance.

Data categories and accuracy

The Group has defined two categories of data: documented and probable data. The reason for this split is that some data is more difficult to document than other data.

- Documented data comprises: our employees, energy consumption, other air emissions, oil extraction and financial data.
- Probable data comprise: health and safety, waste, water consumption, spills and anti-corruption training.

Documented data (financial and non-financial) is valid and complete, and is essentially at the same quality level.

For probable data, the reliability is somewhat lower, but is still provided to the management's best knowledge.

Financially scoped probable data (water and waste) must always be defensible, and if assumptions are necessary due to lack of documentation, then the assumptions made must be verifiable. Documentation demand is that we use ISA 500 evidence, to the extent that it exists. If no such evidences exist, then assumptions of the probable data must be made in writing and shall be verified by the reviewer, whereby the data are always defensible.

Probable data, which is operationally scoped (health and safety, spills and anti-corruption), has the weakest data quality, as it is not possible to review for validity and completeness. The data is still provided to the management's best knowledge, given the individual business unit industry's practices.

Energy and water consumption, as well as waste generated by exploration activities of non-operated sites, are not included for Maersk Oil.

Emission conversions

Our GHG emissions are calculated indirectly via default conversion factors for energy consumption and other GHG gases. The converters for 2015 have been updated for electricity. The basis of the update was the annual update of these converters, by the International Energy Agency.

The principles for choosing among the schemes are:

- Newest schemes are preferred.
- Internationally recognised generic schemes are preferred.
- A scheme must always be used in full. Thus, no combined schemes are allowed unless specific elements were not included in the primary scheme.
- Specific industry schemes can be included when not in conflict with the above.

Primary schemes used are API (updated 2009), DEFRA (updated 2014) and IEA (updated 2015).

Definitions:

- Number of employees measures average number of full-time equivalents (FTEs). FTEs are calculated based on the total number of compensable hours (days) in a work year compared to the number of hours (days) in a 'norm' work year. Excluded are employees on unpaid leave, contractors and temporary staff.

- Headcounts are defined as regular employees not on leave, on paid leave and on unpaid leave. Excluded are contractors and temporary staff.

- Employee engagement scores reflect the percentage of satisfaction of employees, who participated in the annual engagement survey. Engagement is measured on four factors, namely satisfaction, advocacy, loyalty and pride. The percentage is based on headcounts.

- LTI (Lost-Time Injury) is defined as a fatality or lost workday case (LWC). A LWC is any work related injury, other than a fatal injury, which results in a person being unfit for work on any day or shift after the day of occurrence of the occupational injury. "Any day" includes rest days, weekends, leave days, public holidays or days after ceasing employment. Any time spend on delays in connection with medical assistance is not included in this determination. LTIs for Maersk Line Cluster Operations are not included.

- LTIF (Lost-Time Injury Frequency) measures the number of lost-time injuries including fatalities, but excluding fatalities categorised as criminal acts, per million exposure hours.

- Energy consumption is based on fuel oil, natural gas, other fuels (diesel, diesel, kerosene and heating oil) as well as consumption of electricity/district heating.

- Direct GHG is the sum of all six Kyoto gasses converted to CO₂ equivalents. Kyoto gasses comprise: CO₂, CH₄, and

N₂O, which are calculated based on fuel consumption/combustion, and HFC, SF₆, NF₃ and HCFC, which are based on direct consumption.

- Indirect GHG is the CO₂ equivalents' converted sum of CO₂, CH₄ and N₂O, calculated on consumed electricity and district heating bought from a third party.

The Group relative efficiency is based on an index, weighing business relative CO₂ efficiencies (defined per business) in terms of their share of the total Group CO₂ emissions.

See also principles for emission conversions.

- Amount of waste is the sum of all waste types generated, split into hazardous and non-hazardous.

- Amount of water is the sum of all water consumed, excluding ballast water and water for re-injection.

- Oil spills are defined as any type of spills of hydrocarbon liquids greater than one barrel (bbl), resulting from any unintended release associated with current operations, from primary or secondary containment.

- To secure completeness, office standards have been developed based on 2014 data, which can be used for offices with no production or warehousing, etc. These standards are only to be used, if other more accurate information is not available.

- Clean Cargo Working Group methodology: (CO₂ from fuel consumed to transport TEUs)/(max. number of TEUs transported per 1 kilometre); excl. MCC. Verified by Lloyd Register. Learn more here: <http://www.bsr.org/en/collaboration/groups/clean-cargo-working-group>