

MAERSK

POST 

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"I encourage everybody on the drilling rigs to work in a state of chronic unease," says Health, Safety and Environment coach, Bo D. Johansen. The focus is key for Maersk Drilling to reach its USD 1 billion profit with zero incidents objective.

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Turkey gears up for the next ten years

Turkey's economy is growing and is expected to continue its decade-long upward trend. As businesses like Maersk Group and its customers look for growth in a slower-growth world, Turkey and the Black Sea region are an increasingly important market.

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Businesses that fit like a glove

By forging strong relationships with loyal customers, Maersk Line and MCC Transport carry the bulk of Malaysia's rubber glove exports, which comprise over 60% of global volume.

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Everybody knows the tins, the cookies and the sweet, irresistible taste. But there's much more to the Maersk cookies than what meets the taste buds.

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Exploration is like a puzzle



Surface geology, seismic data, well information and managing the reputational side of drilling are all important pieces of the puzzle that Emily Ferguson, Kurdistan exploration team lead, and her colleagues are trying to fit together:

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Ready for the challenges ahead

> The start of a new year brings an opportunity for the Group to look back our achievements and assess how to build on these in the year ahead.

In 2013 we exceeded on our expectations, upgrading our profit forecast for the year following solid Q3 results. As we saw after Capital Markets Day, the markets responded with a positive share price development.

But there is no room for complacency. 2014 will be a difficult year in the global economy, with fragile growth in Europe, and a slowdown in emerging markets. Each of our businesses faces unique challenges.

Overcapacity in the shipping sector means further pressure on rates for Maersk Line. Continuous cost controls have placed it at the forefront of the industry on profitability with a 5% lead on competition, and this must be maintained.

Maersk Oil saw production bottom out in 2013. We expect equity production to increase gradually as projects in Algeria and Kazakhstan ramp up, but despite a maturing project portfolio, no significant new production is expected until the end of 2014.

At APM Terminals an increase in total volume led to solid operational results and Santos Terminal in Brazil was finally executed on. Maersk Drilling achieved 100% contract coverage and is already at 90% for 2014. But planned maintenance and the introduction of new rigs will impact results this year.

Our commitment to optimising the balance sheets through Project Fit has seen over USD 4 billion in working capital freed up, enabling us to invest in six new product tankers and a rig, on top of planned investment without stretching the balance sheet.



Nils S. Andersen, Group CEO

In 2014, our ambitious growth plans continue. USD 10 billion is earmarked for investment, with increased capital allocation to Maersk Oil, APMT and Maersk Drilling. We also introduce a fifth core business unit to the Group, Services & Other Shipping, increasing opportunities for four of our smaller businesses to develop.

Good results will allow the Group to deliver on our targeted 10% ROIC. With high-quality services, competitive cost structures, dedication to our customers and development of the top talent we have on board, we will be ready for the challenges ahead. ✦

Nils S. Andersen, Group CEO

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Creating the Triple-E:

“We killed habitual thinking”

CREATING A SHIP, CREATING A CULTURE | Naval architect Troels Posborg has relentlessly nursed the project of a lifetime since first becoming involved in constructing the Triple-E vessel in 2011.

BY NINA SKYUM-NIELSEN

➤ Back in October, when chief naval architect Troels Posborg paid a visit to the LEGO production plant in Kladno, outside the Czech capital of Prague, and was able to hold the miniature version of the world's largest container ship in his hands, it marked the end of a long journey.

Posborg had now seen all versions of the Maersk Line giant – from the initial sketches, the numerous testing models, the massive hull under construction at the yard in Okpo and now the ultimate merchandise.

The LEGO version of the Triple-E consists of 1,300 pieces and Posborg is familiar with the details of each and every one of them. “It was quite an extraordinary experience to see it finished. It cemented a feeling of professional pride which has followed me all the way through this process”, he says.

When Posborg talks about his first involvement in the construction of the new Triple-E vessel, what shines through more than anything is his pride at how new ideas were developed and executed.

“We truly challenged the conservatism of the shipping industry with this project. In many ways, we killed habitual thinking. And after all my years in the industry, I experienced a new level of democracy in the working process, and a lot more dialogue between the parties working together. With the Triple-E, a new culture emerged.”

PATIENCE, PATIENCE

Posborg says that even though he wasn't overly worried about the outcome of the process, “it was still great to see the first Triple-E go to sea trial and function as expected”.

The biggest practical challenge during the project was making

Troels Posborg in front of an eight-metre long model of the Triple-E at Denmark's new maritime museum in Helsingør: "It was still great to see the first Triple-E go to sea trial and function as expected."

NEWS IN BRIEF



sure that enough time was given to the very early design stage. "The result of that stage controls everything else, and this time we really went all-out on new designs. We played around with new features on the WAFMAX and the SAFMAX vessels, but with the Triple-E, so much was new and different", Posborg explains.

Challenging the status quo is clearly a driver for Posborg; so much so that the otherwise extremely calm naval architect would sometimes lose patience with the process.

"Patience isn't a strong trait for me, and if I see a potential opportunity being passed up, I become thoroughly annoyed. For that same reason, it has been very valuable to me that I knew about all potential opportunities."

The process of creating the Triple-E also saw Posborg turn as a protagonist in the Discovery Channel's six-episode documentary about the building of the vessel. Seeing himself in this role was something of an ordeal for the vessel specialist.

"I sat in the very back row at the Esplanaden screening of the first two episodes. I am honestly far too shy for that kind of thing."

SPEED VERSUS SIZE

Despite his humbleness, Posborg can truly call himself an expert. "Since the beginning of my career, I have made specifications for several hundred vessels", he says, and then makes a surprising admission.

"I was always more about speed than size when it came to vessels", he says with a laugh, referring to his early career when he designed commercial ferries that hit top speeds of 54 knots.

However, Posborg admits that standing underneath the Triple-E vessel's keel for the first time changed his perspective.

"You think the vessel is big when you see it from the quay side. But this, it was absolutely unbelievable." ✱

Troels Posborg in brief

- ✓ Born in 1952
- ✓ Educated naval architect since 1981
- ✓ Senior Lead Specialist in Naval Architecture in Maersk Maritime Technology

LEGO model of Triple-E now available



A fruitful and exclusive cooperation between LEGO and Maersk Line has resulted in the production of a large number of LEGO models of Triple-E - the world's largest container ship. The impressive vessel model consists of 1,300 Lego pieces and is an accurate mini model of the Triple-E. The model has been developed in close cooperation with Maersk Group Procurement and with the constant supervision of Maersk Line experts, primarily chief naval architect in Maersk Maritime Technology, Troels Posborg. The LEGO Triple-E models can be bought for business use on Stargate and through LEGO's online sales channel.

Group CEO building relations in Latin America

Latin America continues to grow as an area of importance to the Maersk Group, and requires extra focus on government relations.

For the fifth time since 2008, Maersk Group CEO Nils S. Andersen visited Latin America to meet with the organisation and high-ranking authorities, to help push the Group's agenda forward in select countries, particularly for the port projects, and underlining the growing importance of the region for Maersk.

"It is not always without pitfalls to invest in Latin America. Being more exposed to Latin America has challenged us specifically in the area of working together with the governments," says Nils S. Andersen.

Through APM Terminals, the Maersk Group is investing around USD 2.5 billion in three port locations: Lazaro Cardenas in Mexico, Moin in Costa Rica and in the existing port of Callao in Peru. All projects with ambitious plans and deadlines that will make a big difference to APM Terminals and Maersk in the years to come.

3 bright spots

HOW TO LIFT ENGAGEMENT | After six years of consecutive increases, the Employee Engagement Survey results for 2013 were down by four percentage points to 72 %. Three teams from across the world show that the engagement survey can be a very valid tool when it comes to rectifying matters of concern. Learn from the manager in India who respected his team's preferences, the rig managers in Egypt who got creative and the director in Peru who used positive reinforcement.

BY ANDREA PERALTA IMSON

1 When Rohan Trasi, Senior Manager for Strategic Sourcing of Group Procurement in Mumbai, learned that his team's engagement score dropped to 46 % in 2012, he engaged them in regular group discussions and one-on-one sessions, but with one difference – he let them set the pace and asked them for their personal take on engagement:

"Does it mean organisational change? Work-life balance? To some, it could just be about having an easy-going relationship while to others it's a more formal interaction so what I did was to ask each of them what it meant to them."

MORE FLEXIBILITY

Assistant Project Manager Nishish Saxena notes their manager's flexibility:

"Allowing us to set the pace gave us the confidence to engage in some very real discussions with him," he says.

Through these discussions, Saxena and Trasi determined that further strategic training is the next step for Saxena's career while talking with Project Manager Prajakta Rane led to Rane taking on leading global and complex projects.

Project Manager Mitul Mehta, on the other hand, is honing his leadership skills with Trasi's guidance. In the end, the answer proved as diverse as its people.

This year, the team's engagement rose to an impressive 92 % and scored a complete 100 % in well-being.

2 TRAININGS ONBOARD

While more one-on-one time with Trasi was the solution for the Mumbai-based team, Offshore Installation Man-

agers (OIM) Brian Train and Emile Van Der Merwe realised that the number of required trainings was putting their crew's work-life balance in danger.

"When you've been working for four weeks straight, you're going to want to make the most out of the next few weeks," says Train.

He speaks on behalf of the up to 180 employees aboard Maersk Discoverer who expressed concern that there was too much training during their personal time off.

In response, OIMs Van Der Merwe and Train kept training at the required minimum during the first half of 2013 to give crews more time at home.

Van Der Merwe adds: "We also brought trainers to the rig on several occasions to ensure that crews could complete training during their 'on' time as opposed to 'off' time."

When the 2013 Employee Engagement Survey results came out, 'Healthy balance between home and work-life' increased by 15%.

3 MORE THAN 800 IDEAS WERE SUBMITTED

But how does one engage an entire port made up of office and front line workers?

This was the challenge APM Terminals' Managing Director Henrik Kristensen faced when he invited employees from the port of Callao, Peru to share their ideas through an initiative called "¡Cuenta Conmigo!" Literally translated, this means "Count me in!" –the exact feeling of engagement he was going for.

In one week, more than 800 ideas were submitted. Entrusted with the execution of the campaign, Business Process General Man-

Figures from the Employee Engagement Survey 2013

- With a Group Employee Engagement Survey result of 72%, results are down by four percentage points and represent an opportunity to double efforts.
- The decline in the employee engagement survey results are in part due to the addition of 20,000 new respondents made up of seafarers, blue collar workers and offshore personnel.
- On average, white collars score six percentage points higher than blue collars, seafarers and offshore employees.
- Growth market countries scored five percent points higher than the Group average.



The Strategic Sourcing Team of Group Procurement in Mumbai. From left to right: Vishal Pandya, Mitul Mehta, Rohan Trasi, Nishish Saxena Shailander Dagar, Anil Tiwari. Front row: Shipra Walecha and Anvita Verma.



Business Process General Manager Daniel Jover recalls a high-impact idea that he received: "One of our employees suggested that we may not be invoicing correctly for one of our tariffs. Investigating and acting on that suggestion generated a lot of revenue."

ager Daniel Jover recalls a low cost, high impact idea they received: "One of our employees from Billing suggested that we may not be invoicing correctly for one of our tariffs. Investigating and acting on that suggestion generated a lot of revenue."

Put together, implementing the employees' various ideas resulted in an additional USD 3.6 million in profits for 2013.

I RANG THE BELL

To celebrate ideas implemented, employees would gather round an old naval bell at the end of each week.

"People stop me with a smile on their face and they say to me 'I rang the bell!'" Jover says.



PHOTO: APM TERMINALS

APM Terminals' Managing Director in the port of Callao in Peru, Henrik Kristensen: "People used to ask 'what about that pay raise?' and now they ask 'How is it going with my idea?'"

"It has changed the conversation," Kristensen admits. "People used to ask 'what about that pay raise?' and now they ask 'How is it going with my idea?'"

Upon taking the 2013 survey, results revealed that engagement among front line employees working with terminal operations in Callao is three percentage points higher than the average front line engagement throughout APM Terminals at 75%. Eighty-one per cent of the workforce working front line in Callao expressed high confidence in the company's ability to act on the survey's results, which is 14 percentage points higher than the company's overall front line average. 🌟



Businesses that fit like

PARTNERSHIPS AND MARKET POTENTIAL | By forging strong relationships with loyal customers, Maersk Line and MCC Transport carry the bulk of Malaysia's rubber glove exports, which comprise over 60% of global volume and facilitate the delivery of a simple but vital medical product worldwide.

BY TAN YI HUI

➤ How do you wrap your head around the whopping figure of 19 billion pairs of rubber gloves? Here's how – it's enough to give everyone in the world a pair and still have about five billion gloves left over. This is how many gloves Supermax, a Malaysian rubber company and one of the top two producers of rubber medical examination gloves in the world, churns out annually.

By next year, they plan to increase yearly output to 24 billion. Demand is expected to rise as countries like China modernise and increase their medical facilities, and with strong ties to the rubber glove trade internationally and locally, Maersk is strongly positioned in the global market.

"In the last two to three years,

Supermax realised that they were growing very fast and needed a leading mega carrier to support their market," Maersk Line Assistant General Manager Yap Chorng Lin explains. Maersk Line is now the main carrier for Supermax, and ships over 400 forty-foot containers (FFE's) of its cargo worldwide.

Supermax is the biggest exporter of rubber gloves to Latin America, and also to the US and Europe.

"We have a strong engagement with our colleagues in Brazil. They are proactive in linking up with clients. For example, some containers were stuck in Brazil and the office there reacted very fast to expedite them so that Supermax could answer to its customers," says Yap.

To underscore just how important the export item is, Yap points out:

"Medical examination gloves are not like furniture or other consumer goods where minor delays can be tolerated. This is a medical product, and it has to always be available in hospitals. Maersk Line's reliability ensures this."

GROWING IMPORTANCE

Supermax, which exports almost 100% of their products, has been expanding at over 20% annually for the last 13 years since it went public. Two new factories will be built next year, in line with the intention to increase output.

Supermax founder and Group Executive Chairman Dato' Seri Stanley



a glove

PHOTO: TAN X. THI

Thai says that the company can capitalise heavily from streamlining its supply chain, from support to logistics services. "Being a major player in the shipping industry, Maersk Line contributes significantly to our continued growth," he says.

One way in which Maersk Line

supports Supermax is through space commitment for containers, even during the peak season.

"For example, if we log in ten containers per week for Supermax, this is guaranteed, and they will not face rejection or the rolling of cargo. Theirs is a round-the-clock operation across nine factories where about 600 gloves are produced every second, and production rates are in sync with our sailing schedules. They cannot afford any form of delay," Maersk Line Assistant General Manager Yap Chorng Lin explains.

LOYAL TIES IN ASIA

On the intra-Asia front, Maersk Line's sister company MCC Transport handles regional volumes for companies such as Titi Latex, another of Malaysia's leading rubber glove manufacturers. MCC carries up to 30% of their client's total volumes, mainly to Shanghai and Qingdao in China.

Jimson Poon, an account manager for MCC Transport, relates how they scored their contract with Titi Latex:

"When I contacted them, they were

having lots of logistical challenges. For example, they had some clauses in their documentation that could not be complied with, and we worked with them to sort out their supply chain issues."

Besides carrying finished products to intra-Asia markets, MCC is also involved in triangulation shipping for Titi Latex, according to Poon.

"Their raw materials come from a factory that they own in Vietnam. So we ship the processed latex from the factory in Vietnam to Malaysia, and then the finished product from Malaysia to China. This is more business for us since there are two legs, and the client saves by re-using the same container," Poon explains.

Despite challenges such as high tariffs from China that are passed down to the consignee, Poon says Titi Latex remains loyal. He visits the client's warehouse in Kuala Lumpur once a week to see if MCC can offer them any help.

"We have a good relationship across the organisation, not just with their top management," he says. 🌟

Rubber gloves by numbers

- Medical examination gloves are the main rubber product that Malaysia exports, amounting to MYR 7.15 billion in export value last year. This is expected to grow to MYR 25 billion by 2020.
- Malaysia controls 61% of the world's rubber glove market, and this is expected to increase to 65%. The industry is considered to be recession-proof and has recorded increases in exports since 2000.
- Rubber is a commodity in which an exceptional level of R&D has been invested by the Malaysian government. The country remains a global leader in rubber expertise and quality.

MALAYSIA'S OUTPUT OF SELECTED RUBBER PRODUCTS

Year	Tyres (pneumatic) (all types, million pairs)	Inner tubes	Gloves (million pairs)	Catheters	Footwear (tonnes)	Rubber bands	Rubber sheets
2008	14.38	21.16	22,585.55	145.11	6.89	5,506	4,420
2009	13.10	14.55	23,132.71	119.41	5.6	3,301	2,638
2010	14.70	15.41	26,257.33	129.48	6.66	3,592	3,806
2011	14.86	15.40	30,893.21	140.15	6.66	3,476	4,542
2012	16.63	17.43	31,325.84	148.52	6.37	2,197	4,570

(Source: Dept of Statistics, Malaysia)

A large offshore drilling rig, the Maersk Innovator, is shown against a blue sky. The rig's structure is complex, with various levels, ladders, and equipment. A yellow sign on the upper part of the rig reads "MÆRSK INNOVATOR". The rig is positioned over a dark blue ocean.

DRILLIN' FO

THEME | BILLION DOLLAR PROFIT, ZERO INCIDENTS

Pursuing its objectives, Maersk Drilling is growing its business in the ultra-deepwater and ultra-harsh environment segments. More than two decades' worth of experience from a leading position in Norway is being leveraged to build ultra-deepwater positions in the US Gulf of Mexico and West Africa.

SAFE WORKPLACE, HIGH PERFORMANCE | With 25-26 drilling units needed to reach the USD 1 billion profit objective, the performance of each and everyone counts. On Mærsk Innovator, a unique culture plays a key role. Maersk Post paid a visit and learnt that running a rig is all about uptime and zero incidents. In October, Mærsk Innovator clocked an uptime of 99.7%.

PHOTO: THOMAS SONNE

RABILLION

BY ANDERS ROSENDAHL

> A yellow reflection from the screens falls on Chris Hallan's face in the driller's cabin. His gaze is fixed on the rotating drill outside the window as he nudges the joystick, pushing the drill further into the ground.

"There is a lot to pay attention to," the driller says, gesturing to the six screens in front of him.

"The rotation of the drill and its direction, and also gas levels coming from the hole, how much drilling mud is going in, pressure and other things. If something is off, you have to know what to do," he adds, keeping an eye on the screens.

It is past 7:00 pm and Hallan's shift has just begun. The drill

is at a depth of 7,200 feet. The 120-foot-long drilling elements are lined up, ready to be put on top of the drill, much like connecting straws, as it digs further into the subsoil. When the day shift comes in, the drill will be 1,000 feet deeper.

A SOURCE OF PRIDE

This operation is the reason why the massive steel construction that is the drilling rig, Mærsk Innovator, sits in the corner of the

CONTINUED ON THE FOLLOWING PAGES





PHOTO: THOMAS SONNE

"It takes three trips to the rig before a new person starts contributing. Until then it's just too overwhelming. So we make sure to ask how it's been, and say that we are happy to have them and, 'see you next time.' That makes it a lot easier for them," says platform manager at Mærsk Innovator, Arne Lilleaas.



PHOTO: ANDERS ROSENDAHL



Meet employees who are leaving or joining Mærsk Innovator.



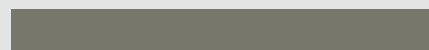
Norwegian sector of the North Sea. Like all units in the fleet, its performance is key to Maersk Drilling's objective to reach a profit of USD 1 billion and zero incidents. It also plays a part when it comes to training the 3,000 new employees that, according to the strategic objective, will join the company in the upcoming years.

"All the guys here are proud to work on Mærsk Innovator; maybe even more than the companies they work for. It takes time to build a culture like that, and it takes effort to keep it when things change," says Platform Manager Arne Lilleaas.

BRINGING THE CULTURE WITH HIM

It is Lilleaas' responsibility that the rig does the job the customer has paid for; that it is done safely, and that employees and equipment are taken care of. People on the rig are from a number of different companies and that adds to the challenge.

"Everybody speaks to each other; helps each other and looks out for each



"High uptime reflects good safety. If you are good at operations you usually have a low number of incidents, because you know what you are doing"

ARNE LILLEAAS, PLATFORM MANAGER AT
MÆRSK INNOVATOR

other. Once you have a culture like that it is easier to deal with the challenges. And it is a lot easier to bring on new guys," Lilleaas says.

After 11 years on Mærsk Innovator, he will move on to the first new XLE1 rig early next year. His replacement has already been found within the ranks of the rig, and

that will make it easier to maintain the culture. He even aims to bring some of it with him.

UPTIME IS SAFE TIME

Running a rig is all about uptime, i.e. the time that the rig is doing the job. That is what the customer pays a couple of hundred thousand dollars a day for. Downtime could occur if equipment has to be repaired or if there is an accident. For Maersk Drilling to reach its objectives, high uptime on the rigs is essential.

"High uptime reflects good safety. If you are good at operations you usually have a low number of incidents, because you know what you are doing," Arne Lilleaas says.

Diplomas for streaks of incident-free day periods are on display outside Lilleaas' office; 900 days is the longest. In October, Mærsk Innovator clocked an uptime of 99.7%.

There are 90 people on the rig, working



Chris Hallan explains the driller's job on Mærsk Innovator.



PHOTO: ANDERS ROSENDAHL

"Out here, we need good planning, good teamwork and to follow all the procedures in order to make the work efficient and safe," says Chris Hallan. He joined Mærsk Innovator in 2004 as an apprentice, and then worked as a roughneck until he became an assistant driller. For the past two and a half years, he has been a driller.

two shifts around the clock. The days are quiet. Much is automated, and everything is done carefully. Most people are in the offices, the driller's cabin or in pockets around the rig carrying out specific tasks, which will often require a permit.

Going out onto the deck entails suiting up in personal protection equipment, namely a boiler suit, hard hat, ear protection, safety glasses, safety boots and gloves. Mostly, the deck is deserted.

A text on the mirror in your cabin reminds you of who is most important to your safety, but people also look out for each other out here. If you forget to use the railing, someone will remind you. Yellow hard hats shows who is new on the rig.

A LOT OF YELLOW HATS

"With four new rigs coming, there will be a lot of yellow hats, that's for sure. New guys come here to learn from the experienced guys," Peter Nielsen says. He is a hydraulic

"With four new rigs coming, there will be a lot of yellow hats, that's for sure. New guys come here to learn from the experienced guys"

PETER NIELSEN, HYDRAULIC MECHANIC

mechanic, now working on the cranes and wearing a yellow hard hat himself.

After years of working offshore, he joined Maersk Drilling in February, starting in the relief pool and rotating between different rigs. Now he is with Mærsk Innovator permanently. This is his second trip.

"The team spirit is good, and people are helpful. That makes it a lot easier being new, and the 14 days we are out here go by

pretty quickly, because people are nice to work with," he says.

KEEPING UP THE PRESSURE

In the driller's cabin, Chris Hallan leaves the driller's chair to Stian Stangelle, who is training to become a driller at Mærsk Innovator when Hallan moves on to the new XLE1 next year.

"I have been here for nine years, so my motivation is being part of something new. There will be new people, new equipment and we will have to build a new team. I look forward to it," Hallan says.

In about four days the drill will reach its target at 12,000 feet. Another three weeks will be spent to polish the well and put in casing to protect and support it. Mærsk Innovator is making eight of these. Once completed next summer, they will be injected with water to increase subsoil pressure so that more oil can be extracted from neighbouring reservoirs. *

Maersk Drilling to dominate ultra-deepwater market

REACHING ONE BILLION AND ZERO INCIDENTS | Solid operations, eight new innovative rigs under construction and high forward contract coverage is paving the way for Maersk Drilling and its goal to deliver a profit of USD 1 billion to the A.P. Moller - Maersk Group by 2018 at the latest.

BY HELENE AAGAARD

> "The harder, the better" seems to be the mantra in Maersk Drilling. The drilling contractor is the market leader in ultra-harsh environment jack-up rigs in Norway, known for being one of the most highly regulated oil and gas markets in the world.

The expertise built over 20 years of operation in Norway has taken Maersk Drilling to the ultra-deepwater market, which they entered in 2009, and with four ultra-deepwater drillships being delivered in 2014 Maersk Drilling is taking an important step to further strengthen its position in the market.

"If we look at the oil and gas market, the largest growth in the coming years will come from the offshore deepwater market. With our four new drillships, we are showing the market and our customers that we are serious and ambitious and we aim to be a significant player in the ultra-deepwater market," says Claus V. Hemmingsen, CEO of Maersk Drilling and member of the Executive Board in the A.P. Moller - Maersk Group.

He continues: "We are targeting the US Gulf of Mexico and West Africa. Along with Norway these are our primary markets, where we see continued growth and strong day rates going forward."

A USD 5 BILLION INVESTMENT

USD 5.3 billion: this is how much Maersk Drilling has invested so far in order to reach the goal of USD 1 billion profit by 2018. For that amount you can buy 15 Boeing 747 aircrafts.

With a rig fleet of 16, and four drillships and four ultra-harsh environment jack-ups under construction, Maersk Drilling still needs to order one or two more rigs to reach its goal.

"The overall goal is a rig fleet of 30; that will give us economy of scale. However, the 30 rigs are not a prerequisite for the USD 1 bil-

Maersk Drilling in brief

- ✓ Maersk Drilling operates a fleet of 16 rigs globally.
- ✓ It employs an international staff of 3,600 people.
- ✓ There are currently eight new-builds under construction: four drillships at Samsung Heavy Industries in South Korea, one ultra-harsh environment jack-up at DSME in South Korea and three ultra-harsh environment jack-ups at Keppel FELS in Singapore.

lion. In order to reach that by 2018, we need to invest in one or two more rigs and of course continue the excellent performance that we have seen so far in 2013," Claus V. Hemmingsen explains.

But delivering USD 1 billion is not the only goal.

"We want to reach the goal of USD 1 billion, but we also want to do it while operating without any incidents. It is not an easy goal to reach, but it is possible, and already today we have rigs around the world which operate with zero incidents quarter after quarter," Claus V. Hemmingsen explains.

For the CEO this is not just another goal tailored to impress the public.

"High safety standards are not up for debate. To perform our work satisfactorily every day around the world in the environments where we work, we need to do so at high safety standards – both in terms of process safety and personal safety. Reaching the financial goal is not sufficient if we do not reach our safety goals as well." ✱



PHOTO: MAERSK DRILLING

*Claus V. Hemmingsen:
"If we look at the oil and
gas market, the largest
growth in the coming years
will come from the offshore
deepwater market."*

"We can help when things are slipping ever so slightly on the rigs, and the guys can't put their finger on the issue. Asking questions makes them aware of what it means when they do this or that. That helps pinpoint the problem that leads to the solution. Usually it is a very small thing," says Bo D. Johansen. Since 2010, as an HSE Coach at Maersk Drilling, he has been called out to various rigs 20-25 times to help reach the goal of zero incidents.

NO ROOM FOR COMPLACENCY

PHOTO: SØREN THOMSEN

100% FOCUS ON SAFETY, NOTHING LESS | The target is zero incidents. Better equipment, improved processes and continued training has helped, but not enough. To push further, Maersk Drilling has deployed HSE coaches. Bo D. Johansen is one of them, and he tries to encourage everybody on the rig to work in a state of what he calls 'chronic unease.'

BY ANDERS ROSENDAHL

> "We have all the right equipment. We have all the right processes and procedures. But if the guy doing the job is not keenly aware that things can go wrong, then sooner or later they will."

The words belong to Health, Safety and Environment (HSE) coach at Maersk Drilling, Bo D. Johansen, and the short statement sums up a substantial part of the barrier that separates Maersk Drilling from its promised land: zero incidents.

ASKING THE QUESTIONS

In the job since 2010 and a veteran with the Maersk Group, Johansen, or one of his three colleagues, is called to the rigs to help improve safety when things, for one reason or another, start slipping. He will stay on the rig for a couple of weeks and look for the issues, which is often the shortcut to the solution.

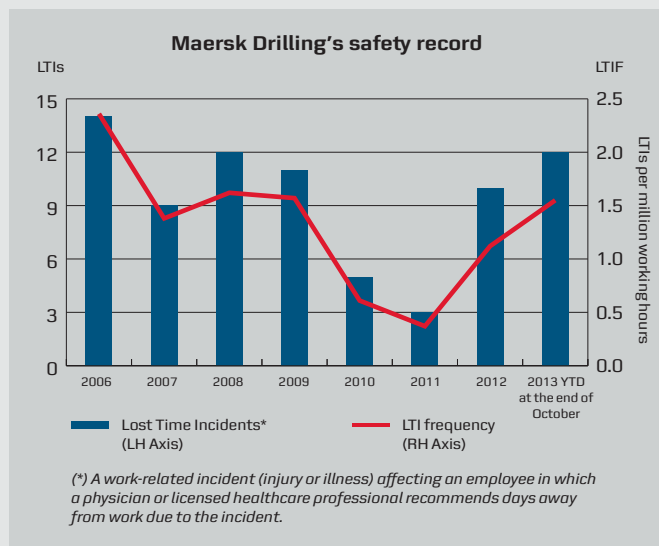
"My job is not to put my foot down or to dictate this or that. It is working with the people on the rig to figure out what is wrong, and then asking: 'Why do you think it's like that?'" Johansen says.

"I know our other rigs, I know HSE and what makes people tick. That enables me to ask questions that can help people on the rig find a solution that they own, that they can work with and that will improve safety."

The impact is difficult to measure. There are many factors to consider, but in 2011, the year after the coaches began visiting rigs, Maersk Drilling saw the lowest number of incidents in the

CONTINUED ON THE FOLLOWING PAGE





company's history. Then the number increased again in 2012; an unacceptable development.

FIGHTING COMPLACENCY

"It is really hard to say why that is, and it will always be more than just one thing, but I believe a lot of it has to do with complacency," Johansen says.

Here, he stops the interview to explain that complacency is not necessarily a negative thing. Complacency is what enables us to drive a car without thinking about it, once we have had some practice. Starting out, of course, it takes complete concentration on the road, the accelerator and white knuckles on the steering wheel.

"Complacency is great. It gives us the ability to walk, breathe and speak at the same time. But there is no room for complacency on a rig, because it also means that we start losing focus when we have carried out the same task a number of times, which can lead to carelessness. When the HSE coaches are called in, it is usually because complacency is beginning to show," Johansen says.

"In order to counter that, we try to encourage everybody to work in a state of what we call 'chronic unease.' This means constantly having in the back of your mind that things can go terribly wrong if you aren't 100% focused on the job."

Given these circumstances, will Maersk Drilling ever be able to reach zero incidents?

"Yes, we will," Johansen says firmly. "It is a long and tough road and it will take 100% focus from everybody. This is hard when you are also drilling a hole, fixing an engine, cooking a meal or doing something else on the rig. But it is the only way to do it. 100% focus on safety, nothing less." 🌟

"My job is not to put my foot down or to dictate this or that. It is working with the people on the rig to figure out what is wrong, and then asking: Why do you think it's like that"

BO D. JOHANSEN, HEALTH, SAFETY AND ENVIRONMENT COACH

3,000 NEW

DOUBLING ITS WORKFORCE | Plan 3,000, part of Maersk Drilling's ambitious growth strategy, means hiring thousands of new employees. More than 500 new faces are already aboard. Meet two of them: Britta Nydal from Norway and James Royston from the United States.

BY HELENE AAGAARD AND ANDREA PERALTA IMSON

> In a bid for doubling its fleet, Maersk Drilling announced Plan 3000 in 2012, an aggressive strategy that means finding the 3000 new people to man the many new-builds coming into the fleet – so far eight new rigs have been ordered. Operations of the first six rigs are ready to commence from in 2014. Recruitment is well under way and on a just-in-time basis.

As of November this year, 500 employees have been hired for the new-buildings; more than 220 of them are existing employees transferring from other rigs. Tenured workers are mixed in with new hires to ensure that the Maersk way of doing things is upheld.

Maersk Drilling Head of Talent, Performance and Leadership, Mads Nyvold Bojsen-Moller, explains:

"We need to build on the Maersk Drilling DNA to ensure that our systems, procedures and values become ingrained and we depend on our experienced employees for that, so we mix the old in with the new."

Based on the assignments of the new-buildings, talents were mostly sourced from the United States and northern Europe, particularly Norway, to fill various positions from roustabouts to offshore installation managers and different onshore assignments. 🌟

James Royston: A good match for family life

> Family man James Royston found a perfect match for his old-school, family-orientated lifestyle when he signed on with Maersk Drilling last September. An experienced electrician from Louisiana, United States, Royston wasn't shopping for a new employer when Maersk approached him, but talking to a trusted colleague from the company he worked for at the time prompted him to consider the possibility.

"He used to work for Maersk Drilling and says that he kicks himself every time he thinks about how he left," Royston recounts.

Though his former employer was also a drilling company, some things still surprised Royston when he joined Maersk Drilling.

"You don't usually find that level of care in such a huge company. People were both professional and personal at the same time," he says.

For Royston, the little things added up to give him this impression; from signing on in Houston, to having all his questions answered, to discussing the training facilities in Svendborg in a

NEW FACES ABOARD

Brita Nydal: Outnumbered but not outdone

➤ "It doesn't matter whether my colleagues are men or women. I am here to do a good job," says Brita Nydal.

As one of the few women on the rig, Nydal is used to being outnumbered: whether it is by being the only daughter in a family full of boys or as a female student pursuing technical studies.

Nydal is part of the Maersk Drilling apprenticeship programme which consists of six-month rotations over a period of two years aboard Maersk Drilling's largest and most advanced rig, the Mærsk Innovator.

Now in her second year with Maersk, Nydal joined when she was 18. The demands of life on a rig – separation from family and friends, 14 days on, followed by 28 days off and working 12-hour shifts – would be a tall order for anyone, but the 19-year-old has adapted well.

"Everything was new and perhaps I was a bit shy in the beginning, but it gets better as you start to get to know everybody," she says.

For Nydal, it's a payoff for doing a job that she enjoys, where having no two days alike and learning from more senior staff are the keys to success.

As part of Maersk Drilling's Plan 3,000, Nydal encourages newcomers to "learn from your colleagues on the rig and listen to them. Show that you are interested in learning and



PHOTO: MAERSK DRILLING

that you are there to work and contribute. At the same time, look at things with an open mind, think and do not be afraid to make suggestions and come up with new ideas." ✦

ABOUT BRITA

Age	20
Nationality	Norwegian
Education	Upper secondary school
	First year – Technical and industrial production
	Second year – Well technology



PHOTO: MAERSK DRILLING

friendly aside with Maersk Drilling's Vice President for Deepwater Asset team, Claus Bachmann:

"I was telling him that it was unbelievable that anyone would spend this amount of resources to prepare people for the job they're about to do. The simulator alone... in these days when everybody's pinching pennies it says a lot when a company goes to such lengths to prepare employees for their jobs."

The simulator Royston talks about is a USD 12 million investment by Maersk Drilling and features a state-of-the-art 360-degree

environment for new hires to practice in, on their own and in teams.

As with most people, family was also a huge consideration for Royston before accepting the job, and he was happy to carry over a work schedule that allows him to work for 28 days followed by another 28 days off.

"I get to give my wife a break and I get to see my kids grow up. I haven't missed a game or performance thus far," the father of four proudly shares.

With 11 years of experience gained from production platforms and drilling rigs, Royston will be joining the recently unveiled Maersk Viking when it begins operations in early 2014. ✦

ABOUT JAMES

Age	42
Nationality	American
Education	College level
Languages	English and basic Portugese
First job	Waiter
Interests	Gadgets, video games, cooking and trivia

THE FIRS

NEARS COMPLETION

HEAVY MACHINERY | A visit to Keppel Fels shipyard in Singapore offers a glimpse into a day at the office for the team working on Maersk Drilling's new-buildings – the XL Enhanced rigs.

BY TAN YI HUI

> It's a clear blue morning on the quayside of Keppel Fels shipyard. The hulls of XLE1 and XLE2 loom large from their berthing positions side by side. They are the first two of three latest-generation ultra-harsh environment jack-up rigs being built in Singapore for Maersk Drilling.

Lars Ravn Hansen is the site manager and team leader for over 60 Maersk staff attached to the yard. Decked out in a Maersk-blue boiler suit, he keeps track of the project from his office when he is not rig-side amidst the noise, heavy machinery and unrelenting tropical heat.

"When I first arrived, they were only cutting the steel for XLE1. The first milestone for a rig is when steel is cut and the blocks start to form in the dry dock, which was completed earlier this year for XLE3," recalls Hansen. XLE1 and XLE2 are already quayside, with major parts for XLE1 in place. XLE2 still has some remaining leg sections to attach, including its accommodation block.

The first XLE rig
**POSTER
INSIDE**





XLE RIG



*Lars Ravn Hansen
takes a look under
the hood of an
XLE drilling rig.*

Two shifts of workers mill over the rigs: a day team from 7 a.m. to 4 p.m., and a second shift from 4 p.m. until after midnight. With XLE1 and XLE2 standing tall together, it can become congested in that corner of the yard. 'Just imagine 2,000 workers going for lunch at the same time,' describes Hansen.

XLE1 is nearing completion. It is due to be finished in the second quarter of 2014. XLE2 should be completed by the end of 2014, and XLE3 by early 2015.

About USD 2 billion has been spent on the three rigs, which will be deployed to the North Sea under long-term contracts. A fourth one has been ordered with a South Korean shipyard, due in 2016. When all rigs are delivered and operational, Maersk Drilling will own and operate ten rigs in the North Sea region.

"By March next year, XLE1 will have its name-giving ceremony, and all three rigs will be by the quay. We'll have Maersk blue everywhere," Hansen promises.

"You will definitely feel a sense of achievement, but also relief at having pulled off such a mega-project," he admits, referring to when XLE3 will be finished in 2015. And what happens next for the team members that according to Hansen are "a very close bunch"? "We disappear to all directions of the world. On to the next one," he declares with a grin. *

BUILDING THE WORLD'S BIGGEST JACK-UP DRILLING RIG

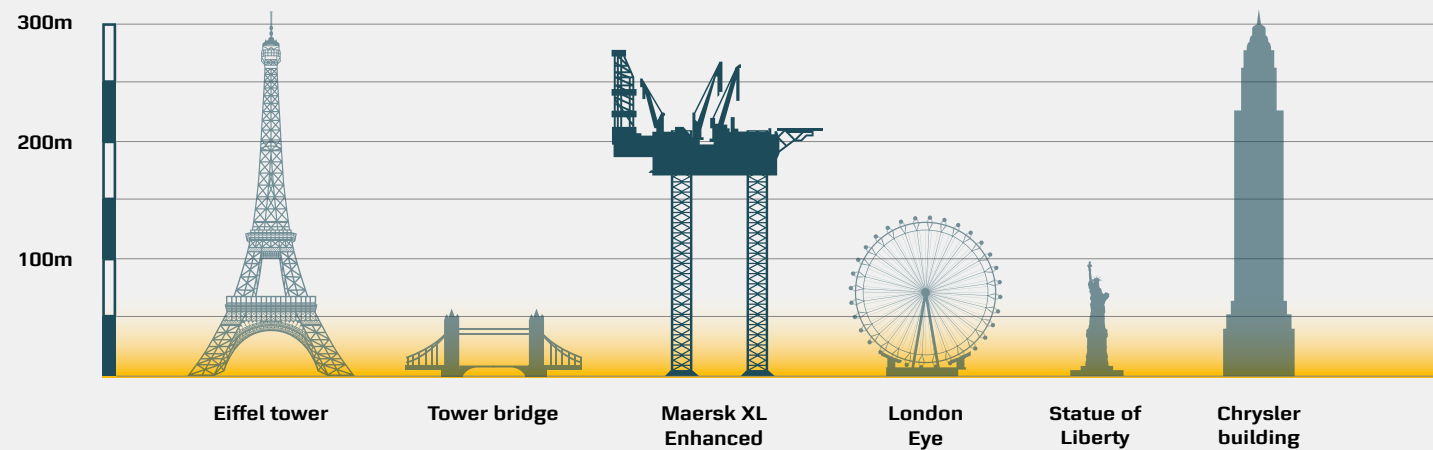
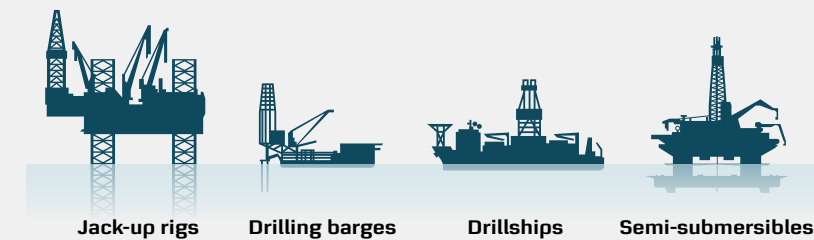
Maersk Drilling supports global oil and gas production by providing high-efficiency drilling services to oil companies around the world.

For more than 40 years, Maersk Drilling has operated drilling rigs in the North Sea, the Middle East, Southeast Asia, Australia, the Mediterranean and the Gulf of Mexico.

Maersk Drilling is currently building three of the world's biggest jack-up drilling rigs.

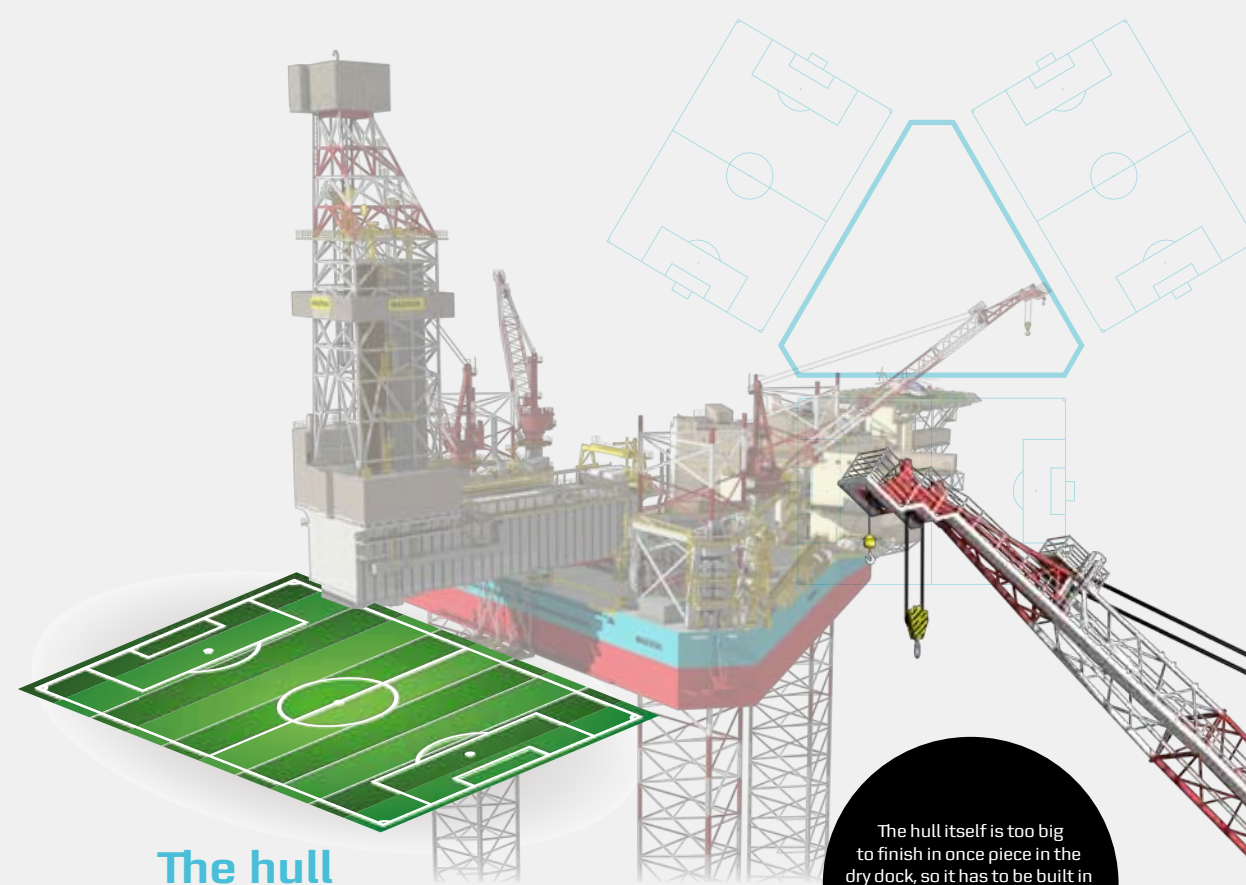
These Ultra Harsh Environment jack-ups will be delivered during 2014 and 2015.

Maersk drilling operates four types of rigs at sea



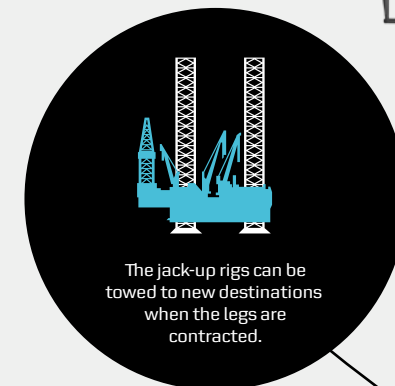
Long legs

The XLE rigs will have legs as tall as those in the drilling rig Maersk Innovator. If they stood side-by-side with some of the world's most iconic land structures, the rigs would dwarf some of these attractions and even rival the height of others.

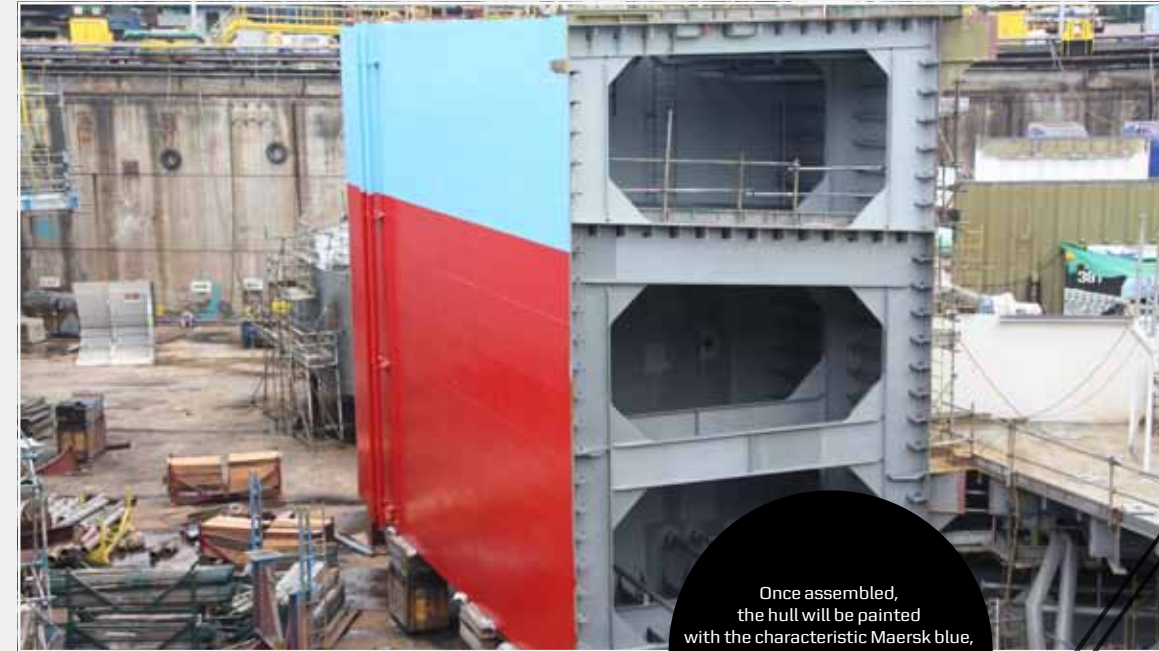


The hull

About 30,000 tons of high-quality steel is needed to form each rig. The length of each hull equals the length of a football pitch and the legs stand as tall as nearly nine tennis courts laid end-to-end.



This is the lower part of the leg, which after being joined to the spud-can (the foot), will ensure the rig can handle any wind, storm or wave from the North Sea.



Once assembled, the hull will be painted with the characteristic Maersk blue, recognisable across the world on container vessels, tankers, trucks and other Maersk operated hardware.

The outside hull contains all tanks, from preload, water and fuel to mud and spill water.

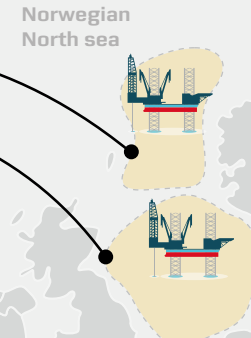


Maersk Drilling's ultra harsh environment jack-ups are capable of drilling in 150m (492 ft) of water and have a maximum drilling depth of 12,000m (40,000 ft).

Deployment

Maersk Drilling will have 10 jack-up rigs operating in the Norwegian North Sea when the new rigs are fully operational, affirming its leading position in the region.

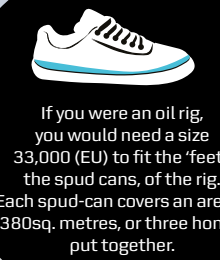
The cost of creating three XLE rigs is close to USD 2 billion. Once completed, they will be deployed to North Sea oil fields under long-term contracts.



Big feet

Jack-up rigs - the most often used type of mobile offshore drilling unit - are named as such because they can be raised or lowered above or below the drilling deck via movable legs that can be extended or "jacked."

A so-called spud-can acts as the base of the legs on the seabed.



The rig spud-cans, or feet, are so big they have to be designed in 3-pieces before they can be joined in the dock.

Life on board

The XLE rig's living quarters will accommodate up to 150 people in one-man cabins versus the current maximum of 120 in two-man cabins. Facilities, such as a cinema for 50 people, computer game room and a fully-equipped gym, help the crew strike a work-life balance.



TO FIND OUT MORE ABOUT MAERSK DRILLING'S XLE RIGS VISIT MAERSKDRILLING.COM



Assistant driller Geir Eddy Karlsen (in front) and senior toolpusher Anders Vestergaard make sure that all of the numbers add up, while Anders Lübker Adamsen (right) handles communication from the bridge.

EMPLOYEES TRAINED to the Maersk Drilling way of working

STATE-OF-THE-ART EDUCATION | Training at Maersk Training in Svendborg in Denmark aims to create real-life situations, where communication is vital.

BY CAMILLA UGILT AND CHRISTINE BÜLOW-OLSEN

➤ From 2014 to 2016 Maersk Drilling will launch four new drillships and four ultra-harsh environment jack-up rigs. The eight rigs will require a total of 1450 new employees, who must be introduced to and trained in the Maersk Drilling way of working.

Almost 6,000 days of training for each ultra-harsh environment jack-up rig and 4,700 days for each drillship are provided, with a focus on both technical and human skills to ensure that the crew deliver their best when the rigs start up.

REAL-LIFE SITUATIONS

On a drowsy and rainy Wednesday, the crew of the harsh environment jack-up Mærsk Innovator, currently located in the Norwegian part of the North Sea, is gathered for a full five days of training at Maersk Training in Svendborg, Denmark. The training involves a state-of-the-art education that aims to create real-life situations, where communication is vital.

"This is a new kind of training where we aim to combine the technical aspect with the human factor. This is not an industry requirement yet, but the plan is to put all crews through the five-day training session," says Martin Lübker Adamsen, today's trainer and Head of Drilling Support.

The atmosphere is relaxed at Maersk Training in Svendborg, and the small room, also referred to as 'the bridge', is filled with computer screens showing different graphs, numbers and

"This is a new kind of training where we aim to combine the technical aspect with the human factor"

MARTIN LÜBKER ADAMSEN, HEAD OF DRILLING SUPPORT

animations. Just behind the wall, a three-man team consisting of driller trainee Eldar Pettersen, assistant driller Geir Eddy Karlsen and senior toolpusher Anders Vestergaard is being briefed in the drilling simulator prior to taking on the team-based surface well control exercise.

CLOSING IN ON THE WELL

The team is ready to go, and begins by discussing the task at hand. The purpose of this exercise is to prepare crews for the safe handling of potentially dangerous situations on board the rig. Instead of providing the three-man team with a scripted exercise with steps to follow during the simulation, the men only receive some general guidelines. This type of training aims to create a more life-like situation, where communication is vital.

In the simulator, the driller and the assistant driller are busy calculating pressure. They monitor the screens in the room



PHOTO: KASPAR KAMUK

Driller trainee Eldar Pettersen coordinating with senior toolpusher Anders Vestergaard before commencing operation.

constantly to look for potential dangers. The phones are red hot and the three men in the simulator are in constant dialogue with the other parties involved in the operation. It is Martin Lübker Adamsen, who plays all the other parts, which keeps him busy in the instructor room.

Suddenly, the phone rings. Driller trainee Eldar Pettersen informs Martin Lübker Adamsen that they are closing in on the well. The levels of pressure and concentration are clear. Everyone is doing their very best to ensure a safe operation, and eventually Martin Lübker Adamsen will call the men inside the simulator to tell them that they succeeded.

"In here we have the opportunity to practise scenarios that we would normally not be able to try on the rig. Maersk Drilling offers a lot of important courses with relevance to our daily operations", says Anders Vestergaard in a final comment before the team leaves for a well-deserved meal and some rest before tomorrow's training. ✱

The state-of-the-art drilling simulator

Maersk Oil and Gas training aims to combine classroom education with scenario-based simulator training. Partially scripted scenarios are presented, but the outcome depends on decisions made by the leaders.

The state-of-the-art drilling simulator allows for training in teams and thus creates a far more realistic training environment than ever seen before.

The high-end rigs in Maersk Drilling's fleet can be recreated virtually in the simulator to include all rig-specific equipment and control systems, preparing the individual teams for their specific surroundings.

MORE THAN A COOKIE



GOOD BRANDING | Maersk cookies: more than a tasty tradition, the cookies reflect the special bonds and strengths of the Group.



PHOTO: ANDERS ROSENDAHL

BY ANDERS ROSENDAHL

> Everybody knows the tins, the cookies and the sweet, irresistible taste. But there's much more to the Maersk cookies than what meets the taste buds around December.

As early as February, Group Procurement in Mumbai begins collecting orders from across the world, the design for the year is considered and agreements are made with suppliers.

"You wouldn't think that the process was that extensive when you get your hands on a tin of cookies, but in a way, that tin embodies the size and strengths of the Group. The tin is good marketing," says Helle Overgaard. She heads promotional items and activities at Maersk Procurement.

AN INSTANT HIT

The process heats up in early September. The sweet aroma of freshly baked cookies fills the bakery at Kelsen Cookies in Nørresnede, Denmark, as the blazing ovens churn out millions of cookies.

"Danish butter cookies are world famous, and the batch we make for Maersk is our best. We use the best raw materials and each cookie has its individual recipe, which is quite unique," says the CEO at Kelsen Cookies, Brian Rønsholdt.

Other business units have joined in, and the cookies now come in Damco, APM Terminals, MCC and Maersk tins.

In late September, Kelsen Cookies delivers 700 pallets of cookies to Damco. These are spilt up, mixed with the 300 pallets of calendars, repackaged and distributed to offices around the world.

"The schedule is tight because we transport as much as possible by sea. So it is a focused job and we have to get it right because of the commercial value that

*Helle Overgaard:
"You wouldn't think that the process was that extensive when you get your hands on a tin of cookies, but in a way, that tin embodies the size and strengths of the Group."*



PHOTO: KELSEN COOKIES

*Brian Rønsholdt:
"Danish butter cookies are world famous, and the batch we make for Maersk is our best."*

the cookies and calendars have for the businesses," says Kasper H. Nielsen, warehouse and distribution manager at Damco in Denmark.

In China, for instance, Damco, Maersk Line and MCC will each need cookies. Throw in a few thousand calendars and the containers, 28 this year, are ready to be shipped out.

For many customers, the cookies have become a tradition and many will even

put in a polite enquiry if no tin has arrived when November draws to a close.

"One year, we were unable to send the cookies and we had to explain that we had had to cancel that year. Of course that only added to the joy when they came back the year after. It is an important tradition," says Jørgen Harling, president at A.P. Møller - Maersk in Japan.

A total of 140,000 tins of cookies reached 120 destinations in 2013. 🍪

Beefing up the supply chain

In 2010, the Maersk Group kicked off a Responsible Procurement (RP) programme, seeking to mainstream its definition of sustainable business practices into its supply chains around the world.

"Particularly when suppliers deliver items that are so close to our brand, we need to ensure their commitment and that their practices meet our Third-Party Code of Conduct" says Francesca Manta.

She is a specialist at the RP team in Group Procurement, which helps integrate social and environmental considerations into procurement practices across the Group. Thousands of suppliers have been invited to join the programme, including Kelsen Cookies.

"Maersk's requirements were more comprehensive than the set-up we had. We had an open mind to the approach and ultimately decided to implement the additional measures because the relationship with Maersk is important to us," CEO at Kelsen Cookies, Brian Rønsholdt, says.

Consequently, Kelsen Cookies not only audits its own suppliers, but also those in the next link of the supply chain. Additionally, paper and cardboard for packaging is FSC certified, ensuring that it is from well-managed forests.

"Now we are really on the forefront and surely that will give us some advantages," Rønsholdt says.

The RP programme reflects the Group's commitment to the UN Global Compact and international standards. The Maersk Third-Party Code of Conduct furthermore addresses anti-corruption, labour practices, human rights, health and safety and environmental protection.



EXPLORATION is like a puzzle

EXPLORING FOR MORE | Production of oil and gas leads to a corresponding reduction in the volumes of reserves in the ground. To continue to deliver a high level of production, reserves have to be replaced. Maersk Oil targets this replacement predominantly through exploration activities.

BY CHARLOTTE HOLST HANSEN

➤ Surface geology, seismic data, well information and managing the reputational side of drilling are all important pieces of the puzzle that Emily Ferguson, Kurdistan exploration team lead, and her colleagues are trying to fit together.

"We are constantly juggling multiple sources of information and data to form an accurate picture," says Ferguson.

Kurdistan is one of the exploration areas where Maersk Oil sees a significant growth potential in the coming years. The region has many undrilled licences and the US Geological Survey estimates that the region alone may contain 45 billion barrels of oil, making it the sixth largest oil resource holder in the world.

SCIENCE + ART = EXPLORATION

These are the barrels that the Kurdistan team are chasing. Ferguson has a background in petroleum geology, while others in

the team have geophysical, engineering and drilling backgrounds. All the disciplines' individual work needs to be integrated seamlessly to achieve optimal results. For a good explorer, hard science and what you can read and learn from a book is not enough.

"In exploration work, we draw conclusions based on often-limited data sets, so you need creativity to find the best possible interpretation. However there is always uncertainty and it means that two people with the exact same data can easily reach two very different conclusions," she says.

Every quarter, the top exploration managers in Maersk Oil analyse all possible drill targets and rank them by priority. This process ensures that they can incorporate the newest knowledge and interpretation.

Ferguson is currently analysing two promising prospects in Kurdistan.



PHOTO: CHARLOTTE HOLST HANSEN

Emily Ferguson: "In exploration work, we draw conclusions based on often-limited data sets, so you need creativity to find the best possible interpretation. However there is always uncertainty and it means that two people with the exact same data can easily reach two very different conclusions."

"Because the drilling part of exploration is so expensive, we need to base our decisions on as enlightened a basis as possible so we don't spend the money on an operation we could have foreseen would fail," says Fehr.

"It is important to realise that we work in an area where you are always more likely to fail. But with very diligent geological evaluation, we can ensure that we have understood and reduced the risk of failure as much as possible and focus only on those opportunities which have the potential to deliver the greatest value. This is part of what makes good exploration companies successful."

NEW DISCOVERIES ARE ESSENTIAL

Exploration plays a key role in Maersk Oil's overall strategy of sustaining an entitlement production above 400,000 barrels per day by 2020. The development projects in the current pipeline, such as Johan Sverdrup in Norway, Culzean in the UK and Chissonga in Angola, form the base to reach the target but to be able to maintain that production plateau, new discoveries are essential.

"Exploration is still the cheapest way to grow an oil business. Acquiring oil or gas fields where others have already found oil is often much more expensive," says Fehr. 🌟



Steve Fehr: "Exploration is still the cheapest way to grow an oil business. Acquiring oil or gas fields where others have already found oil is often much more expensive."

"We hope to find a sweet spot, hitting a big portion of the hidden oil. But even if that does not happen, we will gain extra information that we can take into consideration in the next puzzle," she smiles.

Success rates for discovering hydrocarbons tend to be about one in three across the industry. Disappointment after intensive work can be an occupational hazard for explorationists.

WHAT MAKES COMPANIES SUCCESSFUL?

Up the corridor from Ferguson is Steve Fehr. A Maersk Oil newcomer, the Canadian heads a recently formed Exploration Excellence group. Their role is to assure exploration decisions. They evaluate the work of the different teams and "sense check" the decisions they reach.

Oil companies need explorers who are passionate about finding hydrocarbons. But Maersk Oil decisions to drill wells that could cost hundreds of millions of dollars must be based on information built on sound geological reasoning, and a process to vet this information must be dispassionately objective.

What are explorers looking for?

When explorers search for oil and try to find the best prospects, they look for four elements. All four need to be in place to find oil or gas:

- Source rock – Rock where oil or gas was created millions of years ago from, for example, plankton.
- Reservoir rock – Type of rock with pores that oil and gas can migrate to.
- Seal – Rock with no pores that prevents oil and gas from migrating to the surface.
- Trap – A configuration of the source, reservoir and seal rocks that allows the oil to collect somewhere as it migrates upwards from within source rock layers towards the surface. It can be something that is controlled by faults or folds in the rock, like the ones you see in mountainous areas.

What is an exploration success?

Success in exploration has a number of components. Ultimately, explorers are trying to find accumulations of oil that are large enough and flow at a fast-enough rate to create value for Maersk Oil. Revenues generated from an oil field therefore need to be large enough to support the costs associated with drilling the wells, building the processing facilities and getting the oil to market. To be successful, these revenues must also generate a return for the investor.

When saving lives becomes THE TASK OF THE DAY

RESCUE OPERATIONS | The crews onboard a Maersk Line vessel are no strangers to search and rescue operations. But what actually happens when the signal is picked up and the operation begins? Follow what happened when the Seago Line ship, Seago Felixstowe, encountered a fishing boat and discovered that a large group of people were in need of immediate rescue.

BY NINA SKYUM-NIELSEN

> The crew onboard the Seago Line ship, Seago Felixstowe, and the vessel's Faroese captain, Heri Ey Niclassen, remember the night of 7 October 2013 with mixed emotions. It was a night that required every inch of their seamanship and at the same time confronted them with a human ordeal they had never experienced before.

While out in the Mediterranean Sea, just east of Sicily, the ship received a call from MRCC Rome telling them about the sighting of a fishing boat dangerously cramped with people.

Seago Felixstowe's first attempt to find the boat was unsuccessful.

"We couldn't see a thing", explains Niclassen. "It was pitch black. However, we were under strict instructions to find the boat so of course we continued the search. We sort of sensed that someone was out there in the dark."

REFUGEES IN A FISHING BOAT

Maersk Line reacts to a distress signal about once a month, and when Seago Felixstowe finally reached the fishing boat it was clear that a large group of people were in need of immediate rescue.

On board a 19-metre-long fishing boat were 141 Syrian refugees, heavily weighing down the boat. The refugees had been drifting in open sea for nine days.

"They were clearly both scared and exhausted", says Niclassen of his first impressions of the big group, which counted several heavily pregnant women, more than 25 children and even a disabled man who was unable to walk.

"After we started, it didn't take that long. The most overwhelming part of it all was the reactions of the refugees. As soon as they were safely onboard Felixstowe, many of them broke down completely. They were extremely relieved and very grateful. It was an emotional experience for everyone"

HERI EY NICLASSEN, CAPTAIN

The only practice is real life

DRAMA IS RARE | 50% of the alarms coming in are actually false.

> "Maersk Line reacts to a distress signal about once a month, but the drama of Seago Felixstowe's rescue mission is rare", says Hans Peder Mikkelsen, Head of the Nautical Section in Marine Standards, Maersk Line.

According to Mikkelsen, 50% of the alarms coming in are actually false, which means that a vessel risks digressing significantly from its original route without ever providing a life-saving effort. The false alarms are often triggered by faulty equipment, most typically errors in the EPIRB (Emergency Position Identification Radio Beacon), a device used to send out signals marking the exact location of a vessel.

THE ONLY PRACTICE IS REAL LIFE

Nevertheless, "all vessels will experience being called out to a search and rescue operation at some point in time", says Mikkelsen.

"If you are made aware of an emergency, it is part of international maritime law that you must come to the rescue or help others to provide the help needed."

Mikkelsen explains that all crew members go through man-over-board drills on a regular basis, but even though this provided solid experience in saving the lives of crew members, carrying out a search and rescue operation is often a more challenging task.

"You can't really prepare for those situations. Here there is no practice when it comes to facing a larger group of people in distress."

Niclassen and his crew had to think on their feet. With a severe wind blowing and waves of up to two metres hitting both vessels, a plan was developed to safely bring all the refugees onboard.

"After we started, it didn't take that long. The most overwhelm-



Focus was on practicalities for the crew of Seago Felixstowe, which saved the lives of 141 Syrian refugees drifting in the Mediterranean Sea. The ordeal was an emotional experience for everyone involved.



PHOTOS: SEAGO LINE

ing part of it all was the reactions of the refugees. As soon as they were safely onboard Felixstowe, many of them broke down completely. They were extremely relieved and very grateful. It was an emotional experience for everyone", says Niclassen.

THE CHEF COOKED NOODLES

He adds that apart from asking for water, many of the rescued people asked for medical attention.

"We couldn't give them this straight away but we did consider what kind of immediate assistance would be right. Our chef – suddenly faced with 141 unexpected guests – managed to find a stash of noodles. So that was his contribution. He cooked noodles for all these people in need."

Niclassen says that each of the persons saved underwent an impromptu security check, mainly to make sure that they were unarmed. After searching the refugees' rucksacks and pockets, the crew provided each person with a small paper bracelet that stated their name and age.

At the end of the rescue mission, 39 women, 28 children and 74 men who had fled the civil war in Syria were accounted for. No one had been harmed during the operation.

ALL IN A DAY'S WORK

The following day, Captain Niclassen and his crew handed the refugees over to the Italian authorities at the Sicilian port of Pozzallo.

"They all waved to us when we left and we blew our whistle three times to tell them goodbye," says Heri Niclassen.

"Later on, I gathered the crew together and we talked about the events of the night. It evoked a lot of feelings in all of us, especially those of us with young children. I am extremely proud of my crew for the effort they made that night and I have made special comments to everyone in the appraisals. At the end of the day, we know something like this is part of our job, but to see a life-saving mission carried out with that level of professionalism – I will never forget it." *

Rescue operations in brief

- ✓ In the past three years (2010 -2013) Maersk Line vessels have taken part in 47 search and rescue operations
- ✓ In November 2013 the Maersk Line Limited vessel, Maersk Utah, was honoured with the Mariners' Plaques for the August 2013 rescue of 83 Syrian refugees
- ✓ Seago Felixstowe's rescue operation that saved the lives of 141 Syrian refugees in October 2013 was the biggest rescue mission in Maersk Line's history since Clara Maersk rescued 3,500 refugees in 1975



TURKEY GEARS UP

for the next ten years

RAPID GROWTH | Turkey's economy is growing and is expected to continue its decade-long upward trend for the next ten years. As businesses like Maersk Group and its customers look for growth in a slower-growth world, Turkey and the Black Sea region are an increasingly important market.



In the last decade the Turkish economy has seen 5 % average annual real GDP growth, a rate not many countries have matched and which most observers expect will continue at a similar rate for many years to come.

PHOTO: PER GUDMANN

BY JOHN CHURCHILL

"It's quite visible, the pace of activity," says Tom Knudsen, head of Maersk Line for the Black Sea region. There is so much business here and more moving in all the time. It is simply one of those places we absolutely need to be."

In the last decade the Turkish economy has seen 5% average annual real GDP growth, a rate that not many countries have matched and which most observers expect will continue at a similar rate (with similar bumps) for many years to come.

According to Tom Knudsen, business in the region has taken off since the crisis hammered the country in 2009.

Together, Maersk Line and Safmarine volumes will reach approximately 370,000 FFEs in 2013, an 80% increase from 200,000 FFE in 2010, according to Knudsen. And since its establishment in 2011, Intra-European carrier Seago Lines has doubled the number of services into the Black Sea

PHOTO: PER GUDMANN



Maersk Line's Tom Knudsen: "Turkey's strong trade relations with Europe and its neighbors in the Middle East and Africa provide a good balance should one market falter."



How important is Africa to Turkish trade? What's happening in Iraq? Tom Knudsen talks trade.



PHOTO: PER GUDMANN



Why Izmir? What will be the impact? Mogens Larsen shares his views from the site.



80 % of Turkey's trade goes by sea. Efficient ports like the one APM Terminals is building in Izmir will enable the country's continued growth. "The Izmir terminal will be with deepwater access for bigger vessels," says Mogens Larsen, managing director of the terminal.

PHOTO: PER GUDMANN



Mustafa Koksar: Intra-European container carrier, Seago Lines, has doubled its services into the Black Sea to 17 in 2013 from just 9 in 2011.



region to 17 this year from nine. Total volumes are up nearly 50% since 2011.

The country's own ambitious goal is to more than double GDP to USD 2 trillion by 2023, surpassing Canada, Australia, Spain, Mexico and three other countries to become the world's tenth largest economy. Of course, the challenges facing the country, such as the high current account deficit, are also significant.

UP, UP, UP

From Tom Knudsen's office on the 13th floor of an office tower on the Asian side of Istanbul, one can see the effects of

the rapid growth in the distance as solid lines of cars wind their way over the two bridges joining East and West over the busy Bosphorus Strait. On all sides of his building are construction projects in various stages of development for new office towers, and more traffic.

"For the country to reach USD 500 billion in exports and USD 625 billion in imports over the next ten years, we will need many of the infrastructure improvements that the state has planned for," says Asli Kurbay, a project leader with The Boston Consulting Group in Istanbul.

Kurbay's office is just 14 kilometres

west of the Maersk Line office, on the European side of the Bosphorus, but this feels twice as far with the congested traffic. The state's plans to build a third bridge across the Strait as well as a 75 km subway connecting the two continents would be a welcome addition for commuters who often live and work on opposite sides. For the economic benefits, the improvements can't come soon enough.

"For trade, the roads and railways in particular are the targets in order to better connect to the ports. Roughly 80% of Turkey's foreign trade goes by sea, so developing these connections will ensure



Fuelling the growth, Turkey's youth

One of the most important elements in forecasts for Turkey's growth is its large population of young, educated people. More than half of the country is under the age of 30. Visits to the Maersk offices in Izmir and Istanbul confirm the statistics.

"In my three years in Turkey it has been quite satisfying to see how many hard-working young people have come into our business, and I see the same when I visit other companies," says Tom Knudsen, head of Maersk Line for the Black Sea region.

He had worked in India, Romania and several countries in Africa before coming to Turkey and knows how important it is for Maersk and other international companies to develop talented local employees. In Turkey, there's no shortage.

"Our pool of young talent is quite strong," says Knudsen, who names several employees younger than the author (age 36) and already in managerial positions as strong candidates for

promotion. One example is Sedef Ayhan, a 36-year-old Turkish woman who was recently promoted to Sales Director of Maersk Line. The first Turk in the role. She was previously general manager for Safmarine.

"This country is just getting started with its potential and that's quite exciting," says Knudsen. You can feel it among the people, among the staff here. Like the country, they're proud and ambitious," says Knudsen. "So as much as I love Istanbul and they may have to drag me out of here, it will be fitting that one day in the not-so-distant future my position will be filled by a much younger Turk."



Sedef Ayhan explains what Turkey's growth means to her as a Turk, and why she chose a career in shipping.

Economic risks



Turkey's high current account deficit – the value of the goods and services that it imports exceeds the value of those it exports – poses a risk to the country's economic stability, according to many analysts.

"That is a challenge which the government is trying to address closely," says Asli Kurbay, a project leader with The Boston Consulting Group in Istanbul.

The deficit was reduced to 5.7% of GDP in 2012 after rising for the past decade to a peak of 9.9% in 2011. The source of the deficit is largely energy dependence. Energy imports accounted for 67% of the deficit in 2012, according to Kurbay.

"To reduce that, the state is incentivising the use of local sources of energy like coal, wind and hydroelectric power," she says.

To boost exports, the state is offering large tax breaks and even free land to companies that produce in and export from Turkey. The state's long list of infrastructure projects will also help. In the meantime, Turkey is financing the

deficit with loans from foreign investors. Much of this is so-called 'hot money' chasing better yields in an otherwise low interest rate environment created by the US Federal Reserve's monetary stimulus programme.

What worries many in the financial community is what will happen to this money when the US Fed begins to raise interest rates.

In its annual report released in December, rating agency Moody's praised Turkey's progress in its economy, fiscal discipline and the plans mentioned above to reduce its current account deficit. It also downplayed the probable impact of the Fed's future actions.

"If and when the US Federal Reserve begins QE tapering, Moody's would expect Turkey to face medium-term challenges in meeting its current account financing needs," the report reads. "However, the sovereign's balance sheet and its economy possess sufficient buffers to withstand likely medium-term challenges linked to meeting its own financing needs in a QE tapering scenario."

Attractive business environment

Strategic location:

In a 3,500 km radius, 1 billion people and USD 21 trillion GDP

Average age: 28, youngest in Europe

Labour force: 28 million (second in Europe, after Germany)

2012 Avg. labour cost/hr: Eur 3

Unemployment: 9.8% (Aug 2013)

Ease of doing business rank: 71st

Corporate tax rate: 20%

Legal and regulatory risk score: 48* (100 = high risk)

Freedom to compete score: 4* (5 = high freedom)

Strategic Alliances:

OECD, WTO, G-20, NATO, EU Customs Union

SOURCE: BCG DATA, WORLD BANK *ECONOMIST INTELLIGENCE UNIT

Turkey's upward march

	2002	2012	2023 targets
Economy ranking (GDP)	25th	17th	10th
Nominal GDP	USD 231bn	USD 783bn	USD 2.0t
Nominal GDP per capita	USD 8,300	USD 10,500	USD 25,000
Imports	USD 51bn	USD 237bn	USD 625bn
Exports	USD 36bn	USD 152bn	USD 500bn

SOURCE: WORLD BANK, BCG DATA

Turkey at a glance

Population: 76 million

Official language: Turkish

Country size: 770,760 sq km (37th largest)

Top industries: agriculture, textiles, automotive, construction and machinery, transportation equipment, consumer electronics and appliances



Turkey's middle class is expanding and the majority of the country's growth in recent years has come from consumption.



Turkey's wealth and commerce is still primarily in Istanbul and Izmir. State incentives hope to promote growth in the eastern region.



that companies can deliver the goods from around the country to and from the ports," says Kurbay.


In a corner of Izmir in southwest Turkey, APM Terminals' Mogens Larsen is overseeing the creation of one piece of that critical infrastructure improvement: a much-needed new port. Izmir is Turkey's third-largest city and its port is nearly at maximum capacity, meaning trade volume in and out will soon overwhelm the port.

At present, the USD 400 million 'APM

Terminals Izmir' terminal that APM Terminals is building with Turkish partner, Socar Turkey Enerji is only a hilly landscape of mud, rocks and earth-moving machines. But by late 2015 it will be a bustling container terminal employing 300 people and adding 1.2 million containers of capacity, which will more than double the capacity of the existing three terminals serving the Izmir market.

"The Izmir terminal will be a modern, efficient port and with deepwater access for bigger vessels," says Larsen, managing

director of the terminal. "That will make it more attractive to shipping lines and will provide more efficient trade flow into and out of the region."

Of course, this will depend on improvements to the railway network connecting to the ports, plans for which are included in the state's USD 250 billion-worth of projects that it intends to complete over the next ten years. Currently, only 1% of cargo reaches Turkish ports like Izmir by rail, contributing to western Turkey's road congestion. In Europe, the average is 20%. 

An attractive package

Turkey has a lot of advantages for companies looking to lower costs and grow the business according to Mustafa Koksür.

Koksür, the head of Seago Lines for the Black Sea region, says that Turkey has many advantages for companies looking to lower costs and grow the business.

"Having the manufacturing closer to the European consumers lowers transportation costs, for one," says Koksür. "But it also allows them to lower inventory costs and have faster delivery times, which is important with time-sensitive cargo like retail and electronics."

Yet its proximity to consumer markets is just one of its advantages. The country's population is young and educated and the workforce is comparatively cheap. When one combines state-sponsored tax breaks for companies that shift production to Turkey, even including offers of free land, it's an attractive package that many companies can't ignore.

Global companies including Ford, Nestle, Hugo Boss, Mercedes and HP have moved all or some of their production to Turkey for all of these reasons. Others have chosen to outsource production and even the design of their products to Turkish companies.

Quality: Made in Turkey?

Most Europeans would likely struggle to come up with more than one Turkish brand name. In the category of high-end consumer goods, countries such as Germany, Japan, Korea and the USA are more likely to come to mind.

Yet one of Turkey's biggest brands, Vestel, a subsidiary of Turkish conglomerate, Zorlu Holding, has built its business on a reputation for quality among European consumers – the consumers probably just don't know it. That's because Vestel produces and designs televisions for more than 500 European and Asian television brands sold in Europe.

The trust that these brands have placed in Vestel has helped to make it Europe's largest TV manufacturer. Vestel produces 1.5 million TVs every month and accounts for 18% of all the televisions bought in Europe, a share second only to Samsung, the global market share leader in televisions.

A recent episode of National Geographic's documentary series "Megafactories" profiled Vestel City, the company's 1,000,000 m² factory complex. The show highlighted Vestel's successful manufacturing and design model with a combination of skilled labour, high-tech robots and an army of 900 engineers that focus on research and development.



PHOTO: APM TERMINALS

'Safety activist' Martin Poulsen: "We don't say 'human error' or 'operator failure' anymore. Human beings make mistakes, often because someone did the wrong thing but with the right intentions. We want to get to the source of the mistake and eliminate the chance of it happening again, not assign blame."

SAFETY AT ANY COST

SAFETY CRUSADE IS WORKING | By all accounts, Martin Poulsen's 'activist' tactics have shaken up the APM Terminals organisation. Contractors have been fired and one terminal was even shut down and sold off. But the statistics show Poulsen's safety crusade is working and lives have been saved as a result. Ensuring it is a permanent shift is the next challenge.

BY JOHN CHURCHILL

➤ Not long after he started in his role as 'safety activist' in April 2012, someone asked Martin Poulsen what his strategy was. He replied bluntly: "We don't need a strategy at this point; we need to stop killing our people."

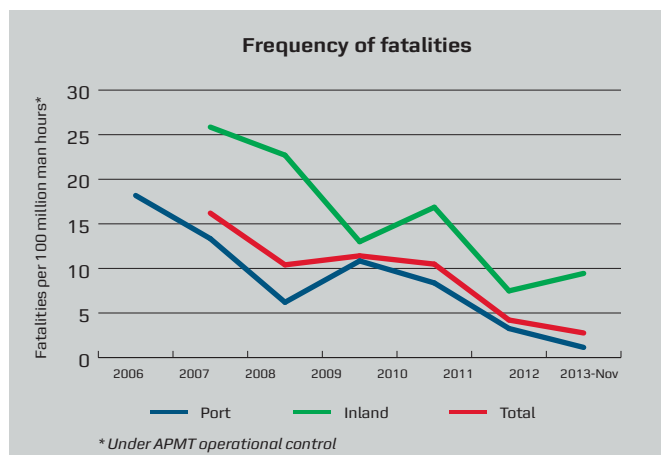
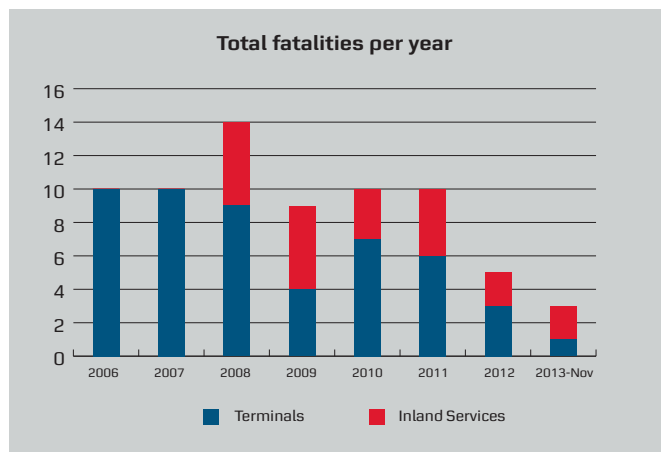
But he did have a strategy, and soon everyone could see and feel it. Photos of smashed vehicles, fallen containers and other accidents went up on Facebook. Billboards with photos of the deceased appeared in terminals. The CEO wore an armband in memory of another death, minutes of silence were observed. A clock on the

company intranet front page now counts the minutes since the last fatality.

THE EFFECT HAS BEEN AS INTENDED

It has been impossible not to notice. According to employees, the effect has been precisely as intended: from the CEO to the stevedores, death and danger are more personal and real than ever before.

And it's saving lives.



Trending down – one fatality is too many, but the trend is in the right direction.

"If you look at it historically, APM Terminals has had approximately 10 to 12 fatalities in our global footprint every year," says Poulsen, the former CEO of APM Terminals' Europe region.

"In 2012, we had five. So far this year we've had three. We're getting to the point now where we can say that this isn't coincidental – people are focused on it and taking action. The real proof for me is that in the past about half of the 10 to 12 deaths each year were in Africa. As of today (mid December) we haven't had one fatality in Africa in 17 months."

A SET OF GLOBAL REQUIREMENTS

The images and the symbols continue today as reminders, 'emotional blackmail' as Poulsen calls it, but he says focusing the energy and the emotion it has stirred up and giving it direction is what he's doing now.

He created a list of 45 'Global Minimum Requirements' (GMRs) that all business units must work to have in place. Incident investigations have been standardised, as has the reporting of incidents. In addition, root-cause analysis is now emphasised, he says.

"We don't say 'human error' or 'operator failure' anymore," says Poulsen. "Human beings make mistakes, often because someone did the wrong thing but with the right intentions. We want to get to the source of the mistake and eliminate the chance of it happening again, not assign blame."

He also created a safety management system and turned it into a simple visual – a pictogram that fits on a standard A4 piece



Simple posters help remind and focus employees on the main sources of incidents in the terminals.

of paper. It was launched in September during the company's seventh annual 'Global Safety Day' and is designed to be "easy, understandable and something people will use," he says.

EVALUATING COMMITMENT AND ACTIONS

Marco Neelsen, managing director of the terminal in Bahrain, hopes that he can say his terminal meets all of the 45 GMRs by the end of this year. At the start of the year it was around ten.



Marco Neelsen expects terminal staff to speak up at monthly safety meetings in order to improve all aspects of his terminal's safety.

PHOTO: APM TERMINALS

Apapa, leading by example

In 2011, the ground in the Apapa terminal in Nigeria was covered in loose gravel, which made it impossible to apply a painted grid to the surface so that containers could easily be located. Instead, men called 'ground checkers' were hired to move around the yard during work hours and find containers.

"In Apapa, traffic was the big hazard, especially when men and machines mixed, so we now severely restrict that interaction," says Andrew Dawes, managing director of the Apapa terminal.

Besides repaving and repainting the terminal grounds, Dawes also made equipment and technology upgrades. All the equipment operators received computer screens with GPS tracking for the containers in order to see their exact location in the yard. Apapa had 12 deaths between 2006 and 2011. There have been none for the last two years.

"Martin came with the backing of the CEO and said, 'Look, you can forget about the profits, the market share and the rest. If you don't have a safe terminal you don't have anything,'" says Dawes.

"That kick-started the changes that we made here and that have followed in other parts of Africa and the Middle East. And now with the GMRs I hope we see the entire organisation only continue to improve."

"That was a wake-up call," recalls Neelsen. "But it let us know where we stood and what we needed to work on. That was always Martin's message; it's not a competition or about failure, it's about setting about to fix what's wrong."

One example was the stevedoring contractor that had been employed by APM Terminals Bahrain for 30 years. He wasn't showing the support for the safety push that Neelsen was leading in order to meet the GMRs. Despite the political risks, Neelsen ended the contract – keeping the stevedores – and secured a new contractor with a like-minded approach to safety.

In a separate but related move, the company closed and sold its inland terminal in Vietnam in May due to a persistent inability to raise safety standards.

"A lot of what Martin brought was energy and courage to challenge the status quo, to change the thinking from 'it can't be done' to 'it can.' It's a mindset we see top management with now, and we need all our managers to believe in it if we expect our employees to as well," he says.

Neelsen holds safety meetings every month with terminal staff to stay on top of the GMRs. If there is a problem, it is raised here and actions are proposed to fix it. Neelsen records it and it is followed up on until it is fixed. *

US and Europe to lead pick-up in global growth

Mature markets will begin a fragile recovery in 2014, but growth markets face challenges.

Following another year of lacklustre growth, the global economy could see some relief in 2014 as mature markets begin to resurface from the after-effects of the financial crisis.

But growth rates will be modest, warns chief economist Graham Slack. Added to which, a wave of gloom is now spreading over the long-term prospects for the growth markets.

"Most analysts expect to see an improvement in the global economy in 2014, led by a pick-up in growth in the US and a return to growth in the Eurozone," says Slack. "The main catalyst is that government tax and spending policies will be less of a burden on growth in 2014."

"But make no mistake, the path remains fragile and laden with uncertainties. Key concerns include the potential for a new US fiscal standoff in Q1 2014; a faster-than-desired increase in USD market interest rates; dormant corporate investment appetite and fears surrounding the ability of emerging markets to implement structural reform."

Maersk Line to customers: Pay up

With USD 600 million worth of invoices that are undisputed and more than seven days overdue, Maersk Line is turning up the heat, asking customers to either dispute or pay the bills. They call it 'Fair but firm', and it works.

"We have thousands of these outstanding invoices, and they are costing us millions. It is a problem and a huge opportunity," says VP and Head of Business Finance at Maersk Line, Kasper Mahon Andreasen.

To seize the opportunity, 'Fair but firm' has been launched by Andreasen and his team, which sets the targets and manages performance. Setting the targets is easy – bring home USD 600 million in undisputed debts older than seven days, which cost the company about USD 60 million annually. Managing performance, however, is hard.

The process is being rolled out and implementation is almost complete. For the next step, Andreasen and his team will follow up on performance.

"We have about 125,000 customers with outstanding invoices, so we really do need to involve the entire organisation. There is no silver bullet, only hard work," he says.

Instructor changes lives in and out of the classroom

MYMAERSK | Every year, a group of swimmers undertake a ten-mile swim in near-zero-degree temperatures. While this may seem a strange occurrence, it's an initiative to raise funds for rescue efforts at sea and the brainchild of Maersk Training's Anthony Greener.

BY ANDREA PERALTA IMSON

> Senior Maritime Instructor Anthony Greener found the perfect marriage between his almost 20 years as a seafarer and an interest in outdoor swimming when he founded the Annual Tyne River Swim in northern England.

He intended the Annual Tyne River Swim to be a fundraiser for the Royal National Lifeboat Institution (RNLI), a search and rescue charity that saves several people around the coastal areas of the UK and Ireland.

"I chose to support the RNLI because they save lives at sea", says Greener. "Having sailed on ships for years, I have gained a clear understanding of just how important rescue services are. What is special about the RNLI is that most of their staff are volunteers and each year they save around 300 lives."

Now in its third year, Greener first pitched his idea to the RNLI in 2011 and not only gained their support, but also their assistance in providing medical aid during the event.

MORE THAN A COLD SWIM

The event was a natural choice for Greener, who has been swimming outdoors for most of his life. As can be expected, swimming in the winter – even with a wetsuit on – is a tough challenge. Greener admits



PHOTO: MAERSK TRAINING

to enjoying swimming in bone-chilling temperatures as low as four degrees Celsius, and the Tyne Swim, which can take up to three hours, can create some difficult physical challenges such as leg muscle cramps and severe fatigue. There are other conditions that participants must contend with and not all are able to complete the ten miles.

"The water isn't calm all the time. You sometimes get a swell that's about a metre and a half high. The sheer effort of having to keep adapting to the different water conditions you find yourself in can be tough", says Greener.

Because the area where they are swimming is a commercial river, Port Authority provides a level of guidance to the participants during the event, but swimmers still need to be alert to any ships passing through.

To combat all the things that could go wrong in the water, training is year-round. On average, Greener swims 20 kilometres a week, and will increase this in the weeks leading up to the Tyne River Swim.

A seafarer at heart, Greener reluctantly took a shore-based position in 1996, but moved to maritime training last year. He

Anthony Greener in brief

Age	55
Nationality	British
Education	Engineering cadetship, Chief Engineer Certificate (Steam and Motor)
First job	Engineering cadet on Princess Cruises 'MV Sun Princess'
Interests	Recreational and competitive swimming, running, hill walking and music

has since designed and taught four different courses for Maersk employees. He confesses that his view of training has changed radically since:

"In the past, I thought of training as a necessary evil, but in retrospect you understand why and how it ultimately benefits the trainee. It's also empowering to get up in front of people and realise that you're making a difference." ✪

Who should we feature in the next MyMaersk?

If you believe you have an interesting colleague who lives our values, is a stellar performer and has helped your team achieve great results, nominate them for MyMaersk by sending an email to andrea.pimson@maersk.com.



Looking back...Three legs, but a world apart

When Mærsk Explorer was presented in Maersk Post in 1975, its dimensions were described as "enormous". The legs were 104.50 metres high and the rig provided accommodation for 54 people. For the new XL Enhanced jack-up rigs, the same numbers are 206.80 metres and 150 people. Now, that's enormous!

