## Contents

### INTRODUCTION

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>02–05</td>
</tr>
<tr>
<td>06–21</td>
</tr>
</tbody>
</table>

### A CHANGING WORLD

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>08</td>
</tr>
<tr>
<td>10</td>
</tr>
<tr>
<td>14</td>
</tr>
<tr>
<td>17</td>
</tr>
<tr>
<td>18</td>
</tr>
</tbody>
</table>

### RESPONSIBLE BUSINESS PRACTICES

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>24</td>
</tr>
<tr>
<td>28</td>
</tr>
<tr>
<td>31</td>
</tr>
<tr>
<td>32</td>
</tr>
<tr>
<td>34</td>
</tr>
<tr>
<td>36</td>
</tr>
<tr>
<td>38</td>
</tr>
<tr>
<td>40</td>
</tr>
<tr>
<td>42</td>
</tr>
</tbody>
</table>

### ASSURANCE AND PERFORMANCE DATA

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>45–47</td>
</tr>
</tbody>
</table>

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### About the Report

This report covers activities in the 2017 calendar year. Our approach to reporting is to focus on material issues and activities, in line with stakeholder concerns and relevance in terms of context, completeness and balance. We strive for optimal accuracy, timeliness, clarity and reliability in the way we communicate.

This report also represents our statutory statement on social responsibility and underrepresented gender in accordance with sections 5(1a) & 6 of the Danish Financial Statements Act.


Previous years’ data and our UN Global Compact Communication on Progress tables are also available online. Please visit maersk.com/business/sustainability/sustainability-reports-and-publications/reports.

### Portfolio Note

The future A.P. Moller - Maersk will be an integrated and focused shipping, ports and logistics company. Oil and oil-related businesses are to be separated. This has resulted in portfolio changes in 2017.

- The sale of Maersk Tankers to APMM Invest, a subsidiary of A.P. Moller Holding, closed in October 2017. Historical data in this Report has been adjusted to reflect this transaction.
- A.P. Moller - Maersk has signed an agreement to sell Maersk Oil to Total SE. The transaction is subject to regulatory approval from relevant authorities. Closing is expected to take place during Q1 2018. Maersk Oil has been reclassified as discontinued operations.
- Maersk Drilling and Maersk Supply Service haveBrowse been classified as discontinued operations. Maersk Oil, Maersk Drilling and Maersk Supply Service are included in this Report with data presented on an aggregated level.
- The acquisition of Hamburg Süd by Maersk Line was closed in December 2017. Hamburg Süd sustainability data will be integrated from 2018. See the A.P. Moller - Maersk Sustainability Accounting Principles: maersk.com/business/sustainability/sustainability-reports-and-publications/reports.
Søren Skou
CEIL, A.P. Møller – Maersk A/S

Q&A with the CEO

Companies can no longer stay on the sidelines when it comes to global issues.

Sustainability Report 2017
Our business

A.P. Moller - Maersk employs over 85,000 people across operations in over 120 countries. Our vision is to be the global integrator of container logistics, aiming to connect and simplify our customers’ supply chains. Examples of where some of our material issues can occur across our businesses and value chains are shown below.
A.P. Moller - Maersk has been instrumental in driving growth and opportunity through connecting economies and communities for over a century. We plan to still be doing so in another 100 years from now. However, the way we fill that role will look different in the future.
Transforming our business

As the world changes, A.P. Moller - Maersk is preparing our business to contribute to changing logistics, the food loss challenge, making ship recycling more responsible and multiplying the benefits of trade.

In A.P. Moller - Maersk, we produce containers that carry cargo around the globe. We operate vessels and trucks as ports that handle and transport cargo from producer to customer. And as long as we have businesses in the Energy division, we will be engaged in oil and gas-related activities. But we find ourselves in changing circumstances. Global events, mega trends and broad societal change have affected the course of global development faster than most of the world imagined possible only five years ago. We are seeing opposition to globalisation, which is ushering in a steep increase in protectionist measures by countries. There is a shift in global power balances, with China now playing a bigger role. We are also seeing the effects of climate change impacts in ways that we were not ready for. This has inspired global agreements, the setting of reduction targets and innovation towards a low-carbon world.

In addition, technological advances are changing how we live, work, produce and trade. Examples include how data connectivity is creating a more solid decision-making base, which improves our ability to predict and plan for anything from major weather events to traffic patterns and consumer priorities. This trajectory will continue and increase. Intelligence and data connectivity will be incorporated in everyday objects, leading to, for example, autonomous vehicles and blockchain technologies for payments and information sharing.

Affecting our business

A.P. Moller - Maersk has already experienced the effect of many of these developments on our business. Global trade has not grown nearly as much as expected five years ago. Before the financial crisis, global trade, in volume terms, was growing at 8–10% a year. Current growth rates are at 4–5%, and we expect rates to be between 2–4% in the medium term. At the same time, the fossil fuel based energy sector is under long-term pressure.

We also see that resource scarcity – lack of water, food products and natural minerals for example – is no longer a far-off risk, but a reality in some parts of the world, and will affect more and more people and businesses within the next 10–15 years. Finally, digitisation is about to disrupt our industry and significantly change the landscape in which we operate.

We are taking steps to adapt our company to this changing world. Our vision is to become a global integrator of container logistics through digital innovation, connecting and simplifying the global supply chain. This includes providing simple solutions to our customers’ complex supply chain needs, elevating the customer experience and extending the industry’s most effective and efficient delivery network to every market in the world. We want to make shipping of containerised goods as easy for our customers as it is to send a package from A to B today.

Alongside this, we will be finding viable solutions for our activities in the energy sector.

A new role for business

A changing world brings changing expectations for business, adding up to a new role for the private sector in general and large businesses in particular. This is evident in the United Nations’ Sustainable Development Goals (SDGs), which express the global community’s most important priorities for the future. They also express what is increasingly expected of businesses: To work in partnerships to create solutions that contribute to developing a more sustainable and inclusive world. Such deep engagement and collaboration also drive business value. There is growing evidence that engagement will drive both sustainable development and corporate performance, becoming a new frontier in competitive advantage. How we engage for change

A.P. Moller - Maersk has pursued such engagement for some time. In 2009, we took on a leadership role in the shipping industry to reduce CO2 emissions, and pushed to get the issue of climate change high on this industry’s agenda. We continued this work in line with our 2014 sustainability strategy, which was based on the idea of looking for four touchpoints where our business can positively impact sustainable development and at the same time create business value. This has been true for our work on trade and climate change (read more on pages 10 and 14).

We are instrumental in establishing the Maritime Anti-Corruption Network (MACN) in 2011, which set the tone for a partnership-based model for combating corruption and facilitation payments in ports. We are currently developing a blueprint for collaboration between foreign service representations and companies in the battle against facilitation payments (read more on page 38). In 2016, we began working to change the ship recycling industry to raise standards and create safer working conditions and environmentally sound practices at shipbreaking facilities in Aliaga, India. Working in partnership with participating yards, the on the ground achievement has the potential to break the deadlock in the ship recycling industry. We are now working to accelerate change through such for increased transparency on shipowner’s policies and practices (read more on page 42).
Weighing in on trade

Trade is at the heart of economic development and globalisation—and A.P. Møller–Maersk is at the heart of trade.

Today, trade accounts for almost 60% of global GDP, up from 40% 25 years ago, due to global agreements on trade liberalization, technological advances and relative global stability.

Now, the world faces the consequences of the way globalisation has played out so far. These include positives such as a larger economic pie and benefits for most countries, regardless of their stage of economic development. Trade has been a massive driver of prosperity, and has helped lift over a billion people out of poverty.7 On the other hand, this wealth has not reached and benefited everyone. The solution is not to restrict trade, but to work with others, entrepreneurs and small businesses, to make growth more inclusive as barriers for countries, entrepreneurs and small businesses are reduced or removed.

Building on what we know

Do not let our last four years, we have invested in projects and advocacy to enable more people to become part of global trade. The majority of projects are now being scaled up (see case stories).

We will continue to focus on enhanced trade facilitation in the shape of simplified, modernised and aligned export and import processes.

It has been estimated that this can add USD1 trillion to global GDP reduce trade costs by an average of 14% and create 20 million new jobs.8 The World Bank also estimates that when trade barriers are removed and costs are reduced, lower income countries will benefit the most.9

However, such a trading system will be sustainable only if everyone shares in its development as A.P. Møller–Maersk can help more countries and more people gain access to the benefits of trade.10 This also requires a public policy environment for inclusive growth that distributes those gains and protects those who may be suffering adverse impacts.

Showing how better trade works

Since 2015, the WTO’s Global Alliance for Trade Facilitation (the Alliance) has worked to ensure trade facilitation reform is implemented at the national level to boost global trade, and make growth more inclusive as barriers for countries, entrepreneurs and small businesses are reduced or removed.

Multiplying the benefits of trade

At A.P. Møller–Maersk, we believe that working together to multiply the benefits of trade we can enable stronger, more inclusive growth, for the benefit of our customers and our society. We can play a role in helping to make it easier to participate in trade.

And with our strategic direction set for an even wider role in tomorrow’s and end-to-end logistics solutions, we are inviting broad collaboration to answer the question: How can we multiply the benefits of trade together?

We will work with our customers and partners to simplify supply chains, digitise procedures and accelerate trade costs, which will boost global trade, and make growth more inclusive as barriers for countries, entrepreneurs and small businesses are reduced or removed.

Together building on what we know, we have invested in projects and advocacy to enable more people to become part of global trade. The majority of projects are now being scaled up (see case stories).

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The solution is not to restrict trade, but to work with others, entrepreneurs and small businesses, to make growth more inclusive as barriers for those who have so far experienced significant economic and social benefits.
Since 2013, A.P. Moller - Maersk has piloted various models to enable more people to participate in global trade.

### Potential Benefits

#### NEW JOBS

20m jobs can potentially be created globally by enhanced trade facilitation.

#### GDP GROWTH

1tn USD is estimated to be added to global GDP by enhanced trade facilitation.

### GDP Growth

- **23%** increase in real income for the global bottom 10 percentiles of income distribution.
- **62%** increase in real income for the global top 1 percentiles of income distribution.

### Impact on Sustainable Development Goals

- **8.2** Achieve higher levels of economic productivity through diversification, technological upgrading and innovation.
- **8.3** Promote development-oriented policies that encourage small and medium-sized enterprises.
- **8.5** By 2030, achieve employment and decent work for all.
- **9.3** Increase access of small-scale enterprises to financial services, affordable credit, and integration into value chains and markets.
- **17.10** Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system.
- **17.11** Significantly increase the exports of developing countries.
- **17.12** Facilitate timely implementation of market access for all least developed countries.
- **17.16** Enhance the global partnership for sustainable development.

### Issue to Address

- **UNEQUAL DISTRIBUTION**
  - 62% increase in real income for the global top 1 percentiles of income distribution.

#### ConnectAmericas

An online platform helping traders in Latin America connect to each other and world markets. This potentially distributes economic growth to more people through increased participation of small and medium-sized enterprises in cross-border trade. The project is fully operational (see case story on page 11).

#### The Bitung Project

Investments in Bitung port and trade facilities led to enhanced inclusion in trade lanes. While creating benefits such as growth in trade from the port, the project did not result in a scalable model that could be driven through our business.

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**Søren Skou**

CEO, A.P. Moller - Maersk

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**To me, the fact that what we do affects not just us, but the world, has been a guiding star. Our vision of simplifying global supply chains matters. The work we do connecting entrepreneurs, businesses, products and consumers plays a vital part in enabling trade and has a positive, very tangible impact in every corner of the world.**
Climate change: pursuing solutions

We all currently live not just under the threat but the reality of the consequences of climate change. As a response, the world’s sovereign states in 2015 agreed to work to maintain global warming below 2 degrees Celsius. (In 2017, the US announced its intention to withdraw from the Paris Agreement). However, the current trajectory points to a 3–4 degrees Celsius increase.3

Combatting climate change relies on reducing greenhouse gas emissions. This includes reducing the world’s reliance on fossil fuels. While such a transition to decarbonised energy requires substantial levels of investment, it will still be less costly than not taking action. One scenario suggests that the value of investments could be reduced by as much as 20% in 2030 compared to a scenario without global warming. This risk can be substantially lowered by reducing greenhouse gas emissions.4

Shipping’s share

The transport sector is responsible for 23% of global energy-related emissions. Shipping alone is responsible for 3–4% of global emissions.5 As other sectors decarbonise, this share is expected to grow.6 For example, a rapid uptake of low-carbon alternatives throughout the JIOCs is expected for land-based transport, while shipping is likely to mainly focus on improved efficiency.

Supporting regulation

AP Moller - Maersk supports sector-wide agreements that help ensure a level playing field. We are actively pushing for increased regulation of shipping’s greenhouse gas emissions through the International Maritime Organization (IMO). We would have liked to see more progress made at the 3rd intersessional meeting in the IMO in October 2017. On the other hand, we recognise that more and more countries are moving in the right direction. We remain hopeful that the IMO will deliver an ambitious and relevant strategy which supports a long-term ambition compatible with the Paris Agreement by the designated deadline in April 2018.

Our 2017 performance on CO2

More than 57% of AP Moller - Maersk’s carbon footprint in our logistics business comes from container vessels. In Maersk Line, we continue to pursue the target of a 50% reduction in CO2 per container moved by 2030 compared to 2007. Efficiency improvements have so far reduced CO2 emissions by 43%.

Transport sector Emissions

The expected transition to a low-carbon economy is estimated to require around USD 1 trillion of investment per year for the foreseeable future, generating new investment opportunities. The Economist Intelligence Unit estimated the cost of inaction in a 2015 study. It suggested that as much as USD 43 trillion of the value of the total global stock of manageable assets could be at risk before the end of the century.7

In 2017, CO2 emissions per container moved by Maersk Line decreased by 2.0% compared to 2016. Operational improvements in efficiency were made mainly through network optimisation and planning, and new and more fuel-efficient vessels entering our fleet as well as our retrofitting programme of existing vessels. Some of these improvements were offset by vessels sailing at increased speeds, primarily as a result of the cyberattack against A.P. Moller - Maersk in June 2017. The ensuing breakdown in communications caused significant delays. To meet customer expectations, and enabled by the low cost of oil, vessels sailed at higher speeds than usual. Average speeds still remain lower than those of previous decades.

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achieved through the roll-out of our Connected Vessels project, which focuses on upgrading data collection and reporting systems on our vessels. In doing so, we enhance our ability to monitor and analyse operational performance of our vessels. Real-time, coordinated data for the routes sailed and the amount of time spent in ports will lead to lower fuel consumption, less time wasted and fewer delays (see case study on current work below).

In total, we expect these initiatives to reduce our fuel consumption by 1.5% every year over five years, corresponding to a reduction of approximately 48,150 tonnes of CO2.

A future beyond efficiency

A.P. Moller - Maersk led the container shipping industry onto an efficiency course in 2008, when we set our first CO2 reduction target. This has been raised several times since, and according to the Clean Cargo Working Group benchmarks, our average weighted CO2 performance is slightly lower than in previous years, but still approximately 10% ahead of the industry average.

In 2016, Danish Shipping conducted a study outlining what shipping would have to do to meet the Paris Agreement reduction target. This has been raised several times since, and according to the Clean Cargo Working Group benchmarks, our average weighted CO2 performance is slightly lower than in previous years, but still approximately 10% ahead of the industry average.

In 2018, Danish Shipping conducted a study outlining what shipping would have to do to meet the Paris Agreement on emissions. The conclusion from this study is that fuel efficiency is not sufficient, and that new low-carbon energy sources for shipping will increasingly be needed from 2030 onwards.

Through early innovation projects, A.P. Moller - Maersk has been testing different technologies that may contribute to this new paradigm in shipping. Among these projects, we have explored how the use of renewables may be used to power vessel operations. Our work into alternative fuels has been few so far, but it is an area where we intend to intensify our efforts in the coming years.

Based on our experience from efficiency work, innovation and advocacy, it is clear to us that the transition to low-carbon shipping is a challenge for the whole industry rather than any one company. In 2017, we expanded the scope of our climate change work, and will be working with the industry towards decarbonising logistics.

WHAT CARBON PARTNERS CAN DO

Maersk Line is helping Philips Lighting realise its ambition of becoming carbon neutral by 2020. In what is called a Carbon Pact, the two companies collaborate on targets for CO2 emission reductions, based on three-year projections, and for transparency and development of tools.

With more than 40% of Philips Lighting’s total carbon footprint coming from its supply chain logistics, this is an obvious place to begin the road towards carbon neutrality. Shared targets have been set after Maersk Line analysed the challenges involved, analysed training patterns and identified actions that can be taken today as well as in the future. Philips Lighting receives a report detailing its precise carbon footprint performance. By shipping with Maersk Line, Philips Lighting has saved approximately 1,200 tonnes of CO2, compared to the industry average.

“The supply chain is one of the first places a company needs to look to make a real impact in doing everything possible to bring down its carbon footprint,” says Greg Book, Global Director Ocean Freight & Distribution at Philips Lighting. “Philips Lighting and Maersk Line won the Ethical Corporation Responsible Business Awards 2017 in the ‘Business to Business Partnership of the Year’ category with the Carbon Pact. The award signifies a partnership that demonstrates leading sustainability performance through long-term, mutually beneficial collaboration.

SHARE OF CO2 EMISSIONS IN OUR TRANSPORT AND LOGISTICS BUSINESSES

Maersk Line’s CO2 emissions constitute a majority of the total emissions of our continuing businesses in container shipping, ports, and logistics.

97.7%

- Maersk Line

1.3%

- APM Terminals

0.1%

- Damco

0.7%

- Seafar

0.21%

- Maersk Container Industries

Taking on the food loss challenge

Reducing the loss of food is increasingly important. By 2050, food demand is predicted to have increased by 50%. Already, some 1,000 million people are suffering from food scarcity. At the same time, one third of all food is wasted either in the fields, through transport or with the end consumer. Of all food loss, one third occurs during post-harvest, on the journey from producer to market. Key factors causing this are inadequate infrastructure and means of transport, as well as lack of access to adequate technologies for storing, transporting and processing perishable goods.

Combining opportunity and responsibility

A.P. Moller - Maersk holds about 27% of the global market for transporting food in refrigerated containers both by sea and on land. Our ambition is to use our competencies and products to expand cold chains to earlier stages in the supply chain. This will be part of our investment of our end to end services, and we believe it holds significant business potential. It will also enable potentially large reductions in food loss, making it a clear sustainability priority for A.P. Moller - Maersk.

Consequently, we will establish partnerships to support and enable our businesses to develop solutions that will protect food in the post-harvest part of its journey towards consumption. This will increase productivity for food producers, and potentially have a positive impact on local economic development.

We are taking on this issue as a combined business development and sustainability challenge, and we will invest on the scale of millions of USD in developing technical solutions over the next three years. We believe that the outcome of these investments could create scalable solutions to food loss in logistics.

It is critical to strengthen supply chains for the safe transport of agricultural products to combat hunger and improve food security.

- Corinne Fleischer

Director, Supply Chains, World Food Programme

Sustainability Report 2017
Governance and materiality

In a year of re-organisation and transition, sustainability governance adapts to new circumstances.

Since September 2016, A.P. Moller - Maersk has been transforming from a conglomerate to one company with multiple brands focused on transport and logistics, while separating out our activities in the energy sector. This change offers a new lens through which to look at our business, and sustainability governance and integration must therefore also be adapted to this new organisation and its priorities.

Adapting structures and processes
With the adaptation of our sustainability priorities to our new business strategy, we will establish these project boards, each with an executive sponsor, to drive the work on shared value projects within climate change, trade and food loss. A fourth shared value project on ship recycling already has a steering committee with an executive sponsor. Furthermore, sustainability integration plans for the brands in transport and logistics were developed, including materiality assessments. The plans align with our overall business priorities and the strategy for each of the brands.

We also designed a shared annual process for monitoring, reviewing and following up on ambitions and targets for sustainability issues, in accordance with the expectations of the UN Guiding Principles on Business and Human Rights, this process includes ongoing due diligence activities to review our efforts against established international benchmarks. It also implies closer integration of materiality and performance assessment activities. The process will be implemented in 2018.

Strong foundations
In 2017, the two foundational elements in governing our sustainability efforts remained the same: the Commit framework for governance and the Sustainability Council. The Commit framework has policies and requirements against which performance is monitored, reported and audited. It continues to cover all material issues under the A.P. Moller - Maersk umbrella.

The Sustainability Council is our main governing body, ensuring a cohesive approach to managing sustainability issues across A.P. Moller - Maersk. Its main functions are:

- To oversee compliance on A.P. Moller - Maersk sustainability standards and policies.
- To endorse strategies and positions on sustainability within the businesses.

Strategic materiality
2017 was the second year we applied our new materiality approach, which assesses and groups issues as either risk, responsibility or shared value. This takes us beyond the materiality matrix, which we have found to be too static. With our new approach, we have a tool that enables a deeper conversation about the nature and impact of the issues, the inclusion of a wider range of sources for discussing and assessing materiality, and better guidance on how again issues should be managed.

Changes made in 2017
In 2017, we updated the risk register that provides the basis for assessing sustainability issues as risks to our business. Sustainability risks that meet the financial threshold are also incorporated in our enterprise risk management system. As part of this process, we identified two new potential issues related to partnerships. We found neither of these to be material at this time, but we will explore and analyse these further in 2018.

Another outcome was the downgrading of the issue of ballast water. The Ballast Water Treatment System is therefore no longer included in our 2017 materiality assessment. One innovation was to perform the task of assigning materiality to previous years relating to the installation of a non-compliant ballast water treatment system has therefore been significantly reduced. A.P. Moller - Maersk has a compliance plan, and is currently working with suppliers to implement it.

We also believe that the regulation
prioritise material issues to be a challenge that we can take on, shown below. Food loss is deemed an issue, in accordance with the criteria oceans are primarily a responsibility when determining material issues. The of food loss and the health of oceans we also analysed our sustainability risk, we did not progress further in improve our assessment of reputational we continue to report on.

Consequently, ballast water treatment is now part of normal operational scale through our business. In light of the changes to our business, we also analysed our sustainability priorities clearly intersect, and the Logistics Emergency Teams, the Sustainable Shipping initiative, the Forum, the Caring for Climate initiative, UN Global Compact, the Clean Cargo external stakeholders through their daily and industry as a legitimate activity. This includes contributing to effective, balanced and fit-for-purpose policies and regulations. As a global provider of transport and logistics services, we are often called on for expert input and industry insights by government representatives. Locally, our representatives are in dialogue with governmental authorities as part of the ongoing interaction between authorities and the business community.

### How We Manage Our Influence
A.P. Moller - Maersk will share our positions with and contribute our expertise to governments, authorities and organisations. For areas relevant to our business and industry, we participate in expert forums and contribute to policy development and legislative processes. We view the pursuit of influence on framework conditions for our business and industry as legitimate activity. This includes contributing to effective, balanced and fit-for-purpose policies and regulations. As a global provider of transport and logistics services, we are often called on for expert input and industry insights by government representatives. Locally, our representatives are in dialogue with governmental authorities as part of the ongoing interaction between authorities and the business community.

Regionally and globally, we aim to ensure consistent presentation of positions and messages, and to interact with policymakers and government authorities in accordance with our values and commitment to responsible business conduct. This includes explaining our positions to stakeholders. Consistency in position and messages is a key concept in our work. We are affiliated to a number of industry associations. Our position on some issues may differ from that communicated by one or more of these organisations. This will normally not affect our membership status. We will stay vocal and consistent in our own messages, clearly communicating our position inside and outside these organisations (see example on climate change on page 15).

### Materiality Model

#### 1 Input

- Stakeholder engagement
- Issues research
- Megatrends analysis

#### 2 Analysis

<table>
<thead>
<tr>
<th>Frameworks and filters</th>
<th>Assessment criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>UN Guiding Principles on Business and Human Rights</td>
<td>Does society expect us to contribute to managing the issue?</td>
</tr>
<tr>
<td>UN Sustainable Development Goals</td>
<td>Do our values and commitments require us to take action?</td>
</tr>
<tr>
<td>UN Global Compact principles</td>
<td>Does A.P. Moller - Maersk have significant impact on the issue?</td>
</tr>
</tbody>
</table>

**Core Values**
- A.P. Moller - Maersk
- UN Sustainable Development Goals

**Risk**
- Risk assessment using enterprise risk management methodology

**Brand Input**
- Issue briefs for brand leadership teams, incl. risk, responsibility and shared value assessments of each issue
- Brand leadership materiality workshop
- Prioritise material issues
- Determine each brand’s level of ambition for material issues

**Responsibility**
- Un Guiding Principles on Business and Human Rights
- UN Sustainable Development Goals
- UN Global Compact

**Shared Value**
- Stakeholder engagement
- Analysis

**Risk**
- Risk assessment using enterprise risk management methodology

**Shared Value**
- New issues in 2017 are highlighted in blue.

**Responsibility**
- Where do we have an responsibility to mitigate significant potential negative impact on people, society or the environment?

**Issues**
- Injuries and fatalities
- Labour rights in indirect hiring and subcontracted workers
- Diversity and inclusion
- Tax practices and transparency
- Transport and other services to/from conflict zones
- Land acquisition and resettlement by linked third parties
- Disaster response
- Armed security services
- Health of the oceans

**Risk**
- Where do sustainability issues pose a significant financial or reputational risk to our business?

**Issues**
- Major accident / oil spill / chemical spill
- Major non-compliance with corruption regulations
- Supplier non-compliance with A.P. Moller - Maersk Third-Party Code of Conduct
- Uneven playing field in the enforcement of global SGAs regulations

### Megatrends

-Megatrends...
A.P. Moller - Maersk has set its sights on becoming the world’s leading integrated container logistics provider. We will be offering solutions to our customers covering the full range of their logistics needs.

Working in accordance with our strategy, we will become an end-to-end business, and our responsible business practices must match our promise. This means we will assess and take on responsibility to the extent that we are connected and have leverage in our value chain (see business model). It will start with our suppliers and end with the disposal of our vessels, when they reach end of life — and all material steps and issues in between.

We are guided by the commitments we have made to operate in accordance with the 10 principles of the UN Global Compact and the UN Guiding Principles on Business and Human Rights, our internal policies and standards, expectations from stakeholders in general and as expressed in the Sustainable Development Goals, and not least our Core Values. We are also committed to managing both the risks to society and the risks to our business from sustainability issues.

Responsible business practices

A.P. Moller - Maersk has set its sights on becoming the world’s leading integrated container logistics provider. We will be offering solutions to our customers covering the full range of their logistics needs.
## Our ambitions and progress

### Issues
- Personal safety
- Human and labour rights
- Diversity and inclusion
- Responsible procurement
- Oil spills
- Air emissions

**Materiality**

- **Personal safety**
  - Continuous improvement in targets for lost-time accidents
  - For having a safety management system and living up to our primary responsibility as a company.

- **Human and labour rights**
  - Gap assessment and action plans on human rights issues
  - Significant negative impact on human rights
  - Issues are mandated by the UN Global Compact and the UN Declaration of Human Rights
  - Respect human rights, our employees must not be subjected to forced labour, child labour, or any form of discrimination.

- **Diversity and inclusion**
  - Male leaders present in all executive management categories (see page 33.)
  - Three or more female members if 12 or more members on the Board consist of less than 12 members.

- **Responsible procurement**
  - Commit Rule on Responsible Procurement
  - Owns and runs the Maersk Responsibility Index by 2030

- **Oil spills**
  - Zero non-contained spills above 10 m³, as defined in A.P. Moller - Maersk's HSE Management System.

- **Air emissions**
  - Tackling acidification of oceans can damage crew, fish, and the local environment.
  - Result of climate change and the subsequent warming of oceans.
  - Emissions from our activities contribute significantly to ocean acidification and rising temperatures.

### Anti-corruption
- Zero bribery, fraud and facilitation payments.
- Continue to engage in dialogue with stakeholders on tax practices, and as leaders in our industry to take a frontrunner role in promoting anti-corruption initiatives.

### Climate change
- Zero non-contained spills above 10 m³, as defined in A.P. Moller - Maersk's HSE Management System.

### Ocean health
- Ocean health is pivotal to the health of nature and business relationships.
- Promote the rule of law and ensure equal pay for work of equal value.

### Sustainable world
- Zero non-contained spills above 10 m³, as defined in A.P. Moller - Maersk's HSE Management System.

### Stakeholder engagement
- Map climate change related risks to A.P. Moller - Maersk assets and business offerings to customers and efficiency measures.

### Sustainable development and business practices
- Two tools launched on Connect Americas platform.
- Increase access of small-scale enterprises to global markets.
- Two tools launched on Connect Americas platform.

### Supply chain and facilities
- 60% relative CO₂ reduction by 2020.
- 85% of ship recycling globally takes place at substandard facilities mainly in South Asia, in spite of significant improvements in a number of countries.
- 85% of ship recycling globally takes place at substandard facilities mainly in South Asia, in spite of significant improvements in a number of countries.
- A.P. Moller - Maersk's Responsible Ship Recycling Standard

### Innovation and collaboration
- Two tools launched on Connect Americas platform.
- Increase access of small-scale enterprises to global markets.
- Two tools launched on Connect Americas platform.

### Responsibility
- More than 40 years of experience in promoting responsible and transparent tax practices.
- Our approach to tax is directed by the A.P. Moller - Maersk Tax Compliance Framework.

### Sustainability
- More than 40 years of experience in promoting responsible and transparent tax practices.
- Our approach to tax is directed by the A.P. Moller - Maersk Tax Compliance Framework.

### Customer experience
- More than 40 years of experience in promoting responsible and transparent tax practices.
- Our approach to tax is directed by the A.P. Moller - Maersk Tax Compliance Framework.

### Performance
- More than 40 years of experience in promoting responsible and transparent tax practices.
- Our approach to tax is directed by the A.P. Moller - Maersk Tax Compliance Framework.
1. Leadership
Maersk Line has run a leadership programme for all senior officers for almost four years. This programme is part of our safety strategy, as we believe that better leaders leads to improved safety performance. By end of 2017, 50% of the target group will have completed the week-long leadership training course.

2. Innovations & technology
As the first company in the industry, Maersk Line has accepted a new standard for the new vessels delivered in 2017 and 2018. It significantly increases the fire fighting capability on these container ships. Furthermore, a project to improve fire fighting on existing ships, both in the large area and in the engine room, was launched in 2017 and will continue into 2018. This includes both equipment upgrades and training.

3. Competence & capability
Out of Maersk Line’s 8,000 seafarers, 5,594 have participated in a one-day safety awareness workshop since 2015. The focus has been on our most risk-prone group of colleagues, including 1,488 officers (offshore frame) and junior officers.

4. Knowledge & sharing
Maersk Supply Services is a member of Shell Partners in Safety, a network of 500 maritime partners with whom Shell shares business, and has, in 2017, become a member of the Upstream focus group that is dedicated to safety and resilience training. The network focuses on raising safety standards. In the Upstream Focus group, experiences and best practices in resilience, leadership and management commitment are shared.

5. Behaviour & culture
Maersk Drilling has a leadership programme to focus on proactive reporting, self-assessments management visits and, not least, drill surveys using different scenarios. The programme is part of the Upstream Focus group. The key contributor has been the introduction of daily safety meetings in all teams at the factory, where lessons learned from recent incidents and near misses are shared with everyone to understand and identify risk.

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**Enhanced integration of human rights**

Human rights provide a compass for corporate conduct in a work of rapid change and disruption. For A.P. Moller - Maersk, human rights due diligence is a continuous process. We are not perfect, but we are fully committed to the journey and to being accountable for our progress.

With an 18% share of the market for containerised trade, A.P. Moller - Maersk finds itself at the heart of globalisation. Our work depends on the liberal, rule-based and multilateral world order that has brought prosperity to millions of people. Human rights are part of the fabric of that world order. As we ambition globalisation’s new opportunities, we also stand up for the core values and institutions that make it possible.

Our 2017 focus

In 2017, our human rights work focused on two key elements:

- reviewing and embedding human rights management in the APM Terminalsorganisation. In order to do this, we carried out an internal gap analysis that compared our existing human rights due diligence to the expectations of the UN Guiding Principles on Business and Human Rights.
- follow-up actions on the five issues needing improved management as identified in our 2015 human rights impact mapping (see table below).

**Solid management with room for improvement**

The gap analysis showed that after working with human rights due diligence for several years, we have a robust understanding of our potential human rights impacts. We have well-established programmes for addressing these impacts in areas such as responsible procurement and labour standards. Moreover, our work on responsible ship recycling is an example of our efforts to build leverage in relation to adverse impacts related to our industry.

However, we also found that the effectiveness of our work can be enhanced if we improve the internal follow-up on human rights actions and our external policy statements expressing our commitment to respecting human rights. We will address those improvement areas by further embedding human rights due diligence into the company’s updated sustainability management framework.

**Responding to external requirements**

Along with this report, we are also publishing our second annual statement under the UK Modern Slavery Act. In this, we have added more details on how we address the risk of modern slavery in our operations and in our supply chain, among other things referencing a case on use of subcontractors (read more on pages 34–35). A.P. Moller - Maersk remains supportive of regulatory measures to promote business respect for human rights, provided they are effective, balanced and fit-for-purpose.

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**PROGRESS ON PRIORITY AREAS**

The 2015 impact mapping provided us with 34 human rights priority issues of which five needed further attention to close gaps in governance and management maturity. Our progress on these five areas in 2017 can be seen below.

**IMPACT ON SUSTAINABLE DEVELOPMENT GOALS**

**Assets under construction**

We have adjusted our training and training materials, as well as our responsible procurement audits, to focus more on labour practices for both own and subcontracted (third party) workers (see pages 5–6).

**Indirect hiring and recruitment**

Training was conducted as part of our responsible procurement programme (see page 34)

**Transport and services for frontline areas**

We comply stringently with government sanctions and export controls to prevent our services from being released or contributed to human rights abuses. Investigations of our options for controlling cargo beyond this point have so far not provided us with any new routes to take.

**Use of security services in high-risk settings**

We have developed anew framework for how we manage armed security in our onshore operations. The framework is based on the Voluntary Principles for Security and Human Rights (see sidebar).

**Economic displacement and resettlement**

With the development of Maersk-Gisland in the new terminal construction by APM Terminals, it has not been relevant to pursue further steps in this area.

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**DRONES FOR SAFETY**

Due to the nature of their business, APM Terminals’ ports and inland terminals inevitably have many safety risks, with containers stacked high, cranes and truck traffic moving around, and truck drivers entering the premises and carrying out isolated tasks without being trained in the APM Terminals safety culture.

The inland service business in Chile has come up with a new idea for improving safety. Since late in 2016, they have used a drone to continuously film the activities, looking at traffic flows, monitoring container stack efficiency and unsafe behaviour, for example truck drivers leaving their trailers.

Using drones, operations can be documented and analysed from above. It provides a point of view that was not available before.

In 2017, using the drone has led to changes in the way workers perform maintenance of reach stackers, redirect workers performing maintenance of reach stackers, redirect working on a vessel, working on an offshore platform, in an office or at home.

Under the heading 24/7 safety, A.P. Moller - Maersk finds itself at the heart of globalisation. Our work depends on the liberal, rule-based and multilateral world order that has brought prosperity to millions of people. Human rights are part of the fabric of that world order. As we ambition globalisation’s new opportunities, we also stand up for the core values and institutions that make it possible.

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**IMPROVED GUIDANCE ON THE USE OF GUARDS**

In 2017, A.P. Moller - Maersk launched a governance framework with minimum standards for security work related to our activities. To strengthen monitoring and assessment of this area, the framework will be integrated into the Commit programme (see page 18) during 2018.

The framework includes a human rights standard for interacting with private and public security providers anywhere, which was established in 2017.

We refer to this standard in specific contract clauses through our responsible procurement programmes.

With the introduction of this framework and standard, we have strengthened the guidance for local management teams.

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**RESOURCES**

*Reference: IMPACT ON SUSTAINABLE DEVELOPMENT GOALS*
Diversity: tools in place, traction needed

In 2017, we saw a slight acceleration in our progress in making our leadership more diverse in terms of nationality. Some of this progress can be attributed to our business operations in markets in different regions of the world. On the other hand, we see our regional talent programmes as a contributing factor to the increase in nationality diversity.

One such programme is the ‘Mpower’ talent programme, which is designed to accelerate the development of high-potential leaders in our Asia operations. In 2017, 21 participants worked with senior management representatives on visibility, learning and coaching.

Moving too slowly

Gender diversity is progressing, but we are not satisfied with the pace. A number of initiatives approved in 2017 aim to change this.

In 2017, we expanded our women in leadership programmes to include lower management levels where the share of women is higher. By investing at this level, we hope to support our talent pipeline.

Furthermore, we established an online platform where the alumni of leadership programmes – about 800 women in total – have access to research, blogs and monthly webinars on leadership and personal development.

I’d like everyone committed to diversity

Gender representation on the Board of Directors

In 2017, the A.P. Møller - Mærsk A/S Board of Directors consisted of 11 members, of which 3 are women (12 members and 3 women in 2016). The Board set a target in 2015 to be reached by the latest in 2019: three female Board members elected at the Annual General Meeting. If the Board consists of less than twelve members, Four female Board members if the Board consists of twenty or more members. The target was reached in 2017 due to the decrease in the number of total Board members from 12 to 11 with 3 female Board members.

In 2017, we expanded our women in leadership programmes to include lower management levels where the share of women is higher. By investing at this level, we hope to support our talent pipeline.

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TARGETS AND PERFORMANCE ON REPRESENTATION OF WOMEN ON OUR BOARDS

We are acutely aware that having more women in higher management positions cannot be isolated to a question of recruiting women. Rather, an organisation in pursuit of diversity needs to sensitise its organisation to unconscious biases through training and de-biasing HR processes and leadership behavioural.

With a new diversity and inclusion strategy approved in 2017, we will be developing more of our resources to these dimensions going forward. We have defined leadership and local ownership, unconscious bias and inclusion capability building as well as communication as our three priorities through 2018.

To support the measurement of progress in achieving our gender and nationality diversity ambitions, we have revised our targets to be more ambitious and aligned to our new organisational structure.

The maternity policy one year later

Since the launch of our global maternity and paternity leave policy in April 2016, almost 1,300 employees have made use of the minimum standard of 16 weeks leave across the world. Over 800 employees have taken paternity leave, and at least 300 employees have used the 20% reduced working hours benefit after returning from leave.

The retention rate for women returning to work and remaining with the company for 12 months or longer is now 71%, compared to 70% in our baseline year of 2014. Our goal is to increase our retention rate to 90%.

One way of reaching this target is to ensure consistent and effective application of the parental leave policies and practices across the company’s many locations. An internal survey conducted in 2017 pointed to this area as one with room for improvement. We have made plans to support this area throughout 2018.

FORCE MAKERS FOR A MORE INCLUSIVE WORKPLACE

Three years ago, Luisa Rubitz, Head of Safmarine for East Coast South America, took action and helped to establish MIX (Mærsk Inclusion for Excellence Network), to promote diversity and inclusion at AS Møller - Mærsk. From its origins in Panama, the network has grown to include employees from other Latin American countries including Chile, Mexico and Argentina, and is now expanding further with branches launched in Nigeria. As well as organising seminars and events, MIX was instrumental in pushing for a better work-life balance in our Latin American offices, encouraging employees to work from home at least one day a month and introducing maternity rooms. Eleven such rooms now exist in Latin America, which women returning to work can use.

“We're not just about gender, but that is where the biggest gap in our company is, so this is our priority,” explains Bublitz. “It's all part of the drive for equity opportunities, and to keep up the needed support for women.”

We are not just about gender, but that is where the biggest gap in our company is, so this is our priority.

Luisa Rubitz

Head of Safmarine for East Coast South America

RUBITZ

RESPONSIBLE BUSINESS PRACTICES

DIVERSITY

18% 10% 18% 29% 29% 27% 32%

Executive

Senior Managers

Leaders

Senior Leaders

Executives

Representation of women in continuing transport and logistics businesses*

Representation of women in continuing transport and logistics businesses*

In the past two years, we have focused on building an inclusive culture. To achieve this, we have taken steps to talk about diversity and inclusion. Some progress has been made in diversity at A.P. Møller - Mærsk over the past decade (see page 33). However, not at a satisfactory pace. To meet the challenges of the future, this change needs to be both accelerated and to move from a focus on diversity in itself to building an inclusive culture.

TOWARDS AN INCLUSIVE CULTURE

Our vision is to build an inclusive culture where we can attract employees from the widest talent pool, and where there is diversity of thought within our leadership reflecting that of our global customers, authorities and business partners.

In 2017, we expanded our women in leadership programmes to include lower management levels where the share of women is higher. By investing at this level, we hope to support our talent pipeline.

Furthermore, we established an online platform where the alumni of leadership programmes – about 800 women in total – have access to research, blogs and monthly webinars on leadership and personal development.

IMPAKT ON SUSTAINABLE DEVELOPMENT GOALS

Network for a more inclusive workplace

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A.P. Møller - Mærsk

A.P. Møller - Mærsk
Supply chain: stronger focus and broader scope

A.P. Møller - Maersk continues to manage our direct suppliers through our program for responsible procurement, which is focused on suppliers in high-risk categories. The list of categories was changed in 2017 to reflect the new company structure and strategy (see page 36).

As part of this approach, we engage with approximately 1,500 suppliers out of the 20,000 suppliers with whom we have a contract and a total population of 100,000 suppliers. We engage through audits, self-assessments and documentation reviews, and establish improvement plans if the review findings indicate a need for these.

Progress in 2017

Our activities in 2017 are illustrated below, showing an increase in the number of self-assessments performed by suppliers and more audits performed by us than in the previous year. This is a result of the changes made to our responsible procurement policy in 2016, where supplier assessments are integrated into the overall supplier due diligence, and for some categories an audit is now mandatory prior to signing of a contract. Our main takeaway from these audits is that the majority of issues found are linked to the area of labour and human rights, for example overtime and the use of subcontracted labour.

We have global supplier contract management repositories and sourcing systems. However, some purchases are made by the individual companies in more than 500 countries in which we are present. This presents a challenge in terms of tracking compliance with the responsible procurement due diligence process. In 2019, to better identify and manage social and environmental risks in our supply chain, we will be adding a country dimension to the high-risk categories already in use. This will ensure that progress on compliance will be actively targeted and measured in the regions and countries with the highest risk.

Building capacity on labour rights

Following our human rights impact mapping in 2015, we conducted an in-depth assessment of labour rights. We found that the biggest challenges were related to the use of subcontractors and hiring through third parties.

Subsequently, we have adjusted our responsible procurement audits to reflect the findings of the labour and human rights assessments. The same applies for our training materials for internal courses in responsible procurement. While the training still focuses on safety, the environment and anti-corruption risks, the content now gravitates towards labour and human rights issues.

We carried out 33 training workshops for a total of 307 employees across the A.P. Møller - Maersk businesses in 2017, both as face-to-face sessions and as webinars focusing on practices and rights related to labour. The roll-out of these new materials and priorities will continue in the coming years.

Increased focus on trucking

Our container shipping, ports and logistics businesses are working to integrate global container logistics. This implies increased focus on transport needs beyond containerised shipping, leading to an even stronger connection between the trucking industry and A.P. Møller - Maersk. From our internal analysis we know that trucking has a widespread presence of issues related to safety and security, labour conditions and rights, emissions to air and corrosion. It is also a highly fragmented industry, with a very large number of suppliers.

In 2017, we developed an approach allowing us to include more of the 8,000 suppliers of trucking used by our businesses in our responsible procurement programme. The providers of trucking services that are contracted by Maersk Line, Damco or APMT Terminals through the A.P. Møller - Maersk procurement system now sign off on ten requirements related to HSE issues and employment practices. The requirements are available in ten languages so far. We are well aware that this in itself does not guarantee responsible practices. We are following up by including the items covered by the ten statements in the approximately 600 health, safety, security and environment audits of suppliers we perform every year.

To support our company’s vision of becoming the leading integrator of container logistics and to meet our customers’ needs for end-to-end services, we owe it to ourselves and our customers to deliver services built on, among other things, a responsible supply chain. We must accelerate progress on known and perceived risks in the supply chain, and I stand fully behind efforts to do so.

SUPPLIER CATEGORIES WITH HIGHEST POTENTIAL IMPACT

1. Tracking / Intermodal
2. Warehousing services
3. Facility management
4. Outsourced labour
5. Terminals
6. Shipbuilding yards / Drydocks
7. Security offshore
8. Promotional items
9. Security onshore
10. Construction
11. Chemicals / Paints
12. Equipment / Maintenance / Repair (EMR)
13. Container manufacturers
14. Morning - Seafarers

PROCEDURE AND PERFORMANCE 2017

Percentages indicate change from 2016.

<table>
<thead>
<tr>
<th>Process</th>
<th>Improvement plans</th>
<th>Audits</th>
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<tbody>
<tr>
<td>Shipbuilding yards</td>
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<td>52%</td>
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<tr>
<td>Critical and major findings</td>
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<td>50%</td>
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<tr>
<td>Audits</td>
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<tr>
<td>Compliant</td>
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<tr>
<td>Other Audits</td>
<td>15%</td>
<td>314%</td>
</tr>
<tr>
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<td>15%</td>
<td>50%</td>
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<tr>
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<tr>
<td>Compliant</td>
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<tr>
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<tr>
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<td>15%</td>
<td>50%</td>
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IMPACT ON SUSTAINABLE DEVELOPMENT GOALS

A SUBCONTRACTOR CHALLENGE

One of the key challenges in global supply chain is how to ensure compliance with human rights and labour principles beyond the first tier of suppliers. We insist that our suppliers implement the standards of or similar to the Maersk Third-Party Code of Conduct in their own supply chains.

During 2016, we became aware that a shipyard supplying vessels to Maersk was using a sub-supplier, which in turn using sub-contracted workers from North Korea.

We have engaged the supplier in a dialogue specifically focused on the implications of engaging the North Korean workers, and we now put in place additional diligence processes to be performed by all of the yards that we use when hiring workers via a third party, to prevent similar occurrences going forward. Training of Maersk’s main agencies has been taking place regularly since 2012.

SØREN TOFT
Chief Operating Officer, A.P. Møller - Maersk

The P&L roll-out of these new materials and priorities will continue in the coming years.

Increased focus on trucking

Our container shipping, ports and logistics businesses are working to integrate global container logistics. This implies increased focus on transport needs beyond containerised shipping, leading to an even stronger connection between the trucking industry and A.P. Møller - Maersk. From our internal analysis we know that trucking has a widespread presence of issues related to safety and security, labour conditions and rights, emissions to air and corrosion. It is also a highly fragmented industry, with a very large number of suppliers.

In 2017, we developed an approach allowing us to include more of the 8,000 suppliers of trucking used by our businesses in our responsible procurement programme. The providers of trucking services that are contracted by Maersk Line, Damco or APMT Terminals through the A.P. Møller - Maersk procurement system now sign off on ten requirements related to HSE issues and employment practices. The requirements are available in ten languages so far. We are well aware that this in itself does not guarantee responsible practices. We are following up by including the items covered by the ten statements in the approximately 600 health, safety, security and environment audits of suppliers we perform every year.

To support our company’s vision of becoming the leading integrator of container logistics and to meet our customers’ needs for end-to-end services, we owe it to ourselves and our customers to deliver services built on, among other things, a responsible supply chain. We must accelerate progress on known and perceived risks in the supply chain, and I stand fully behind efforts to do so.

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SØREN TOFT
Chief Operating Officer, A.P. Møller - Maersk
Managing environmental impacts at sea and on shore

A.P. Moller - Maersk operates fossil fuel-powered energy systems, which are closely related to our own operations, resulting in the release of CO₂, SO₂ and NOₓ into the air. Our operations also come with a risk of oil spills, a potentially harmful substance.

In each of our businesses, management systems and responsible practices are in place to mitigate both the potential and actual impacts of our operations. In 2017, knowledge sharing gained new prominence as environmental networks were established. For example, APM Terminals now hosts quarterly meetings with more than 50 people that share experience and ideas, developing new environmental management controls and driving capacity building on sustainable operations.

Keeping harmful substances in check

Oil spills constitute a risk which could potentially have a very high negative impact on both people and the environment, and is a risk shared across our transport system. The risk of spills is managed in each of our businesses, all of which have spill response plans prepared in accordance with national requirements as well as international Maritime Organization conventions. Training is carried out for both prevention and response. No non-compliant spills above 10 m³ were registered in 2017.

SO₂, finding solutions on the high seas

From January 2020, global cap of 0.5% on the content of sulphur in fuel will enter into force. This brings a lot of enforcement challenges. It is unclear how non-compliance on this high seas will be detected, or how such instances will be pursued legally. At the same time, the OECD estimates that cleaner fuels will cost the container shipping industry up to USD 31 billion annually. The need for a cap on sulphur in fuels exists because it has been documented that emissions from fuels have serious impacts on human health, leading to premature deaths.

We participate in discussions of possible solutions in our own right and as a member of the Taskforce Alliance, an association of ship owners committed to strong enforcement of the sulphur legislation. Suggestions currently on the table include making it illegal to carry fuel with a sulphur content higher than the 0.5% limit. If vessels are not fitted with a technology approved for exhaust gas cleaning such as scrubbers,

As we integrate our businesses in container shipping, ports and logistics, there is a lot we can learn from each other. Going forward, I see us changing from compliance-driven to being more proactive, driving value through core operations and focusing on design and resilience.

KEVIN FURRIS
VP, APM Terminals, and Chair of the Health, Safety and Environment Committee, A.P. Moller - Maersk

ENGAGING IN OCEAN PROTECTION

Vessels carrying our proprietary blue colour and seven-pointed star travel the oceans every day and every hour of the day connecting shippers and customers across the globe.

We not only use the oceans, we also impact their health. Our vessels emit CO₂, which contributes to acidification of the oceans, damaging coral reefs and change marine animalising conditions. The long-term solution to this situation is the decarbonisation of ocean transport.

A.P. Moller - Maersk is engaging with our stakeholders and partners to explore ways to reduce our emissions and the impact of our operations on the oceans and marine ecosystems.

Alongside working on this challenge, A.P. Moller - Maersk will explore ways to aid in the protection of life under water.

We want to show the role our efforts will involve in lending our vessels to building scientific knowledge. By working through partnerships, we will be able to collect data that we believe will improve the understanding of climate change’s effect on the oceans. Gathering data is also likely to contribute to better understanding of potential solutions to the challenge of plastic litter in the ocean.

IMPACT ON SUSTAINABLE DEVELOPMENT GOALS

OIL SPILLS D

spills above 10 m³ is a priority in 2017.

The Baltic Sea, the North Sea, the English Channel, the North American area and the United States Caribbean Sea area

INTESTING AND SEARCHING FOR SOLUTIONS

At A.P. Moller - Maersk, we have carried out several projects to test and explore out ideas for a more sustainable environment. For example, innovations that can help reduce emissions, for instance, can be discovered through crowd-sourcing, as ships pass through high seas and upload relevant data. On such occasions, we also provide relevant data to other stakeholders to help them develop the necessary technology. In addition, this integrated approach of the risk management system, marine procedures, training programmes and third-party validation processes.

RESPECTING BUSINESS PRACTICES | ENVIRONMENTAL REGULATIONS

Sustainability Report 2017

INTRODUCTION | ENVIRONMENTAL REGULATIONS | ASSURANCE AND PERFORMANCE DATA

ANALYSIS OF ENVIRONMENTAL REGULATIONS | OR SOLUTIONS


2 The Baltic Sea, the North Sea, the English Channel, the North American area and the United States Caribbean Sea area
Aiming for an end to facilitation payments

Vessels carrying cargo for our customers make more than 30,000 port calls annually. In each port, the vessel itself and its papers and documentation are subject to inspection by various authorities. Either parts of the logistics chain have numerous interactions with public officials for clearance and release of goods. Unfortunately, this means we operate in an environment where facilitation payments and extortion are common occurrences. In 2017, A.P. Moller - Maersk continued its fight against facilitation payments. Maersk Line owns roughly half of the vessels in our operated fleet. Compared to 2016, we reduced facilitation payments by 90% on Maersk Line-owned vessels. This is the result of our facilitation payment elimination strategy, launched in 2015, which led to major reductions during 2016, and allowed us to address remaining issues in 2017. We worked in collaboration with shipowners to extend our practices to the chartered portion of the fleet. This year, we received reports on facilitation payments from the vast majority of these vessels.

Our efforts to reach our zero payments target continue to overcome language barriers. In the business, they are a first point of contact and help strengthen the integration of compliance measures in operations, procedures and systems.

Our efforts to reach our zero payments target continue with ongoing communication and support for the vessels owned by Maersk Line. We are also collaborating with chartered vessel owners to extend our practices and to share our knowledge with these vessels. Damco reduced facilitation payments by over 50% in 2017, by establishing compliance positions across the company and by moving ahead with initiatives related to third parties. For example, vendor training days, Code of Conduct re-certification, pre-screening and audit activities.

Three determining features

For eight years, A.P. Moller - Maersk has worked both alone and in partnerships to eliminate facilitation payments. We have learned that three features determine whether the efforts have a successful outcome:

1. Capability building among our employees on how to navigate extortions most effectively.
2. Mapping of risk in processes and collaboration with local authorities to clarify local rules and regulations.
3. Making escalation channels available to ensure locally competent support in the event of complications.

Sharing our learnings

Because of the level and severity of corruption in the maritime sector, a traditional internal compliance programme is not enough to protect the company and our employees. We must work with others in both our industry and governments. In the past few years, discussions with other industry players made it clear that many companies lack the global organisation necessary to implement the type of on-site support A.P. Moller - Maersk has in place for its vessels. In order to address this, we are currently engaging in a collaborative project between the Ministry of Foreign Affairs of Denmark and a group of Danish shipping companies to test a blueprint for a public-private collaboration model. This model will feature the three characteristics of our model, and will allow companies to utilise the presence and knowledge of Danish embassies to proactively manage corruption risks.

Mitigating risks and fostering a compliance culture

While facilitation payments are a significant risk in the daily operations of A.P. Moller - Maersk, our efforts aim at combating forms of corruption such as bribery, fraud, kickbacks and preferential treatment. We carry out due diligence of new agents, joint venture partners, key suppliers, as well as mergers and acquisitions targets prior to signing a contract. We assess the corruption risks before acquiring a company or entering a new country. We enforce rules on travel, meals, lodging and entertainment. All of this is based on continued communication on compliance issues and progress as well as mandatory training for all employees – whether at sea or on shore.

In 2017, APM Terminals established a network of business compliance ambassadors with the company’s CEO as sponsor, to create awareness of the anti-corruption journey. The appointed members of the network are seen as future leaders and will help to strengthen the integration of compliance measures into areas of operations that have a high risk exposure to corruption. The ambassadors take on an advisory role and work with management and the compliance department on compliance initiatives. To better integrate compliance in the business, they are a first point of contact and help to overcome language barriers.

Eliminating corrupt practices in the maritime sector is necessary to create a safe working environment for seafarers and contribute to the Sustainable Development Goals. We will only succeed in achieving this vision through long-term commitment and collaboration. A.P. Moller - Maersk’s leadership and contributions to this field provide inspiration to other members and replicable models.

CECELIA MÜLLER TORBRAND
Programme Director
Maritime Anti-Corruption Network, IIR

**BLOWING THE WHISTLE**

The A.P. Moller - Maersk whistleblower hotline provides internal and external stakeholders with a channel to report suspicions of behavior or practices that violate laws or key company policies. The hotline has been in operation for seven years and is available in 75 languages. For each whistleblower hotline to serve its purpose, it must be known and used widely. In 2017, reporting activity increased, and a total of 406 reports were received, of which 132 were within the system’s scope and purpose and referred to fraud within the company, such as corruption, foreign trade controls, retaliation, insider trading, competition law, IT security, data privacy, threats to health, safety and environment, and sexual harassment or discrimination. The number of reports grew since 2015, which we believe reflects the continued effects of promotional efforts related to the global roll-out of the upgraded system in 2016. In addition, the individual brands continue to promote the hotline.

Eighteen reports alleged corruption, of which 11 were unsubstantiated, as are still under investigation while one was substantiated. Reports were investigated following established procedures, and if substantiated, appropriate remedial action was taken. These included dismissal, reprimands, warnings and additional training and changes in operations, procedures and systems.

**WHISTLEBLOWER REPORTS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>406</td>
</tr>
<tr>
<td>2016</td>
<td>303</td>
</tr>
<tr>
<td>2015</td>
<td>298</td>
</tr>
</tbody>
</table>

1. Also genuine whistleblower reports are reports regarding issues that occur and are submitted at any stage in the whistleblowing process.

**RESPONSIBLE BUSINESS PRACTICES | ANTI-CORRUPTION**

Assurance and Performance Data

<table>
<thead>
<tr>
<th>Year</th>
<th>Whistleblower reports regarding corruption</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>18</td>
</tr>
<tr>
<td>2016</td>
<td>11</td>
</tr>
<tr>
<td>2015</td>
<td>11</td>
</tr>
</tbody>
</table>

Sustainability Report 2017
## Staying committed to responsible tax

In 2017, A.P. Moller - Maersk’s total tax payments amounted to USD 1,391 million (USD 1,845 in 2016), of which USD 1,020 million related to companies in our Energy division. Due to the separation of the Energy division and especially the pending divestment of Maersk Oil to Total S.A., tax payments will decrease in the years ahead.

### Updated tax principles

In response to developments in stakeholder interest and changes in the international tax legislative framework, we have reviewed and updated our 2010 tax principles. The principles are guided by the A.P. Moller - Maersk values:

- **Conduct**: We operate in accordance with international standards.
- **Honesty**: We act honestly and transparently.
- **Uprightness**: We are honest and transparent about our tax affairs.

### Dialogue with stakeholders

In addition to the B Team, we continue to engage in dialogue with various stakeholders to increase our mutual understanding of the complex technical and ethical issues related to corporate tax for international companies. During 2017, we engaged with, among others, the IEA/Defacto Tax Dialogue project in Denmark, which brings together a multi-stakeholder group of business, investors and NGOs. The dialogue meetings began in 2014, and will continue in 2018, focusing in particular on tax issues in developing countries.

The B Team Responsible Tax Practice Framework was launched in 2018, and as a founding signatory, A.P. Moller - Maersk is pleased to endorse this framework. We are committed to following the principles and to sharing our experiences with other companies and stakeholders.

### Taxation of activities

<table>
<thead>
<tr>
<th>Continued activities</th>
<th>Discontinued activities</th>
<th>Total</th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Result before tax</td>
<td></td>
<td></td>
<td>25</td>
<td>2</td>
<td>27</td>
</tr>
<tr>
<td>Total tax charge</td>
<td></td>
<td></td>
<td>219</td>
<td>972</td>
<td>1,191</td>
</tr>
</tbody>
</table>

The tax charge in total profit and loss tax: see our Annual Report for more information.

### Tax Principles

1. **Good Corporate Citizenship**
   - We shall observe the A.P. Moller - Maersk values, act in integrity and maintain good corporate citizenship in handling the tax affairs of A.P. Moller - Maersk by complying with applicable regulations, acting in an upright manner towards public authorities and paying taxes as required.

2. **Transparency and Relationships with Governments**
   - We recognize that our various stakeholders have an interest in receiving appropriate insights into A.P. Moller - Maersk’s management of its tax affairs. We shall comply with all our disclosure requirements and will ensure appropriate, timely communication to increasing public understanding of the tax system.
   - We shall disclose all required information to the tax authorities to enable an informed assessment of our tax liability.
   - We shall disclose information to the public and press, upon request, where reasonable and practicable, subject to business confidentiality.
   - A.P. Moller - Maersk will implement its policies and economic contribution via taxes paid in selected jurisdictions in which it operates through statutory and voluntary disclosures.

3. **Value Creation for Shareholders**
   - Wherever possible, we will establish new corporate structures to artificially move profits to that country, but where such activities are not considered tax havens.
   - We shall foster value creating shareholders by improving and cash flow through the effective management of tax assets, costs and payments and the tax-efficient implementation of major transactions and corporate structure.

4. **Responsibility for Tax Governance**
   - The Board of Directors of A.P. Moller - Maersk approves general tax principles and oversees governance over corporate tax affairs through updates on corporate tax positions.

### A.P. Moller - Maersk’s Role

A.P. Moller - Maersk’s role is to ensure that financial income from so-called Controlled Foreign Companies is based in Denmark, and we report to these companies to Danish tax authorities every year.

### Tax Principles

- **A.P. Moller - Maersk’s Tax Principles have been approved by the A.P. Moller - Maersk Board of Directors and apply to A.P. Moller - Maersk AS and all controlled entities.**

### Table

<table>
<thead>
<tr>
<th>Revenue before tax</th>
<th>Total tax charge</th>
</tr>
</thead>
<tbody>
<tr>
<td>USD million</td>
<td>USD million</td>
</tr>
<tr>
<td>2017</td>
<td>219</td>
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<tr>
<td>2015</td>
<td>1,191</td>
</tr>
</tbody>
</table>

### Staying committed to responsible tax

- We listen to and have a dialogue with various stakeholders.
- We are familiar with the A.P. Moller - Maersk tax principles.
- We employ the right people with the right qualifications and values.
- We ensure that all employees are familiar with the A.P. Moller - Maersk tax principles.

### Dialogue with stakeholders

In 2017, A.P. Moller - Maersk participated in a working group convened by the B Team, an international not-for-profit initiative to develop a set of principles for responsible tax management. See more about the B Team at bteam.org/responsible-tax.

### Involvement in the B Team working group on tax

The B Team Responsible Tax Practice Framework was launched in 2018, and as a founding signatory, A.P. Moller - Maersk is pleased to endorse this framework. We are committed to following the principles and to sharing our experiences with other companies and stakeholders.

The B Team Responsible Tax Practice Framework is available on our website.
The new truth about ship recycling

No less than 85% of all ships are dismantled at sub-standard facilities in South Asia. This happens despite many large shipowners having a policy on responsible ship recycling.

Since 2009, A.P. Moller - Maersk has had a responsible ship recycling standard based on a strict interpretation of the Hong Kong Convention regarding health, safety and environmental issues. As a result, we have previously sent our vessels for dismantling at yards only in Europe, China or Turkey, ruling out options in South Asia as the yards there did not live up to the voluntary requirements above legal compliance level that are in our standard. We remain fully committed to this standard. Upholding it comes at a considerable cost compared to operating at a legal compliance level.

Past approach: high cost and low impact

In 2016, we began sending ships to selected yards in Alang, India, based on two considerations. Foremost was the fact that a handful of leading yards in Alang had begun upgrading their facilities and practices in a way that meant they were close to being able to comply with our standard regarding both safety, human rights and the environment. Second, while we had been applying our own voluntary standard since 2009, which implies leaving money on the table every time a vessel is sent for recycling, this had not proven effective in driving a solution to this industry problem any closer.

The result was that we found ourselves in a situation where we were spending money on exceeding compliance requirements, but without this effort resulting in a spread of responsible practices benefitting the environment or the workers. Furthermore, it did not help narrow the competitive disadvantage our approach was giving us.

Working in accordance with our own standard it did not create real change, and this is of particular concern to us. Because although we take responsibility for our own vessels, this is an industry-wide problem which we are linked to far beyond the vessels we own up to the time of recycling. We are also linked to the problems in ship recycling when we sell off vessels before end of life, when we charter vessels or when we place cargo on vessels belonging to other shipowners. This number of such vessels far exceeds the number of vessels that we send for recycling.

Going to Alang

Following improvements to a ship recycling yard in Alang, and interest amongst a larger group of yards in possibly implementing upgrades, we saw the opportunity to create new momentum and race to the top through the use of market forces. The purpose of working with yards in Alang is to use our commercial power to change conditions on the ground in order to build the leverage to transform the industry. Our approach is to sign commercial deals with the best yards, where we accept a lower price for the ships than what is normally paid in Alang. At the same time, we commit to helping the yards upgrade their practices while contractually requiring full implementation of our standard controlled by onsite supervision throughout the process as well as quarterly audits by third parties.

The six vessels we have sent to three yards in Alang over the past 20 months represent the very tip of the ship recycling iceberg. The purpose they fulfil, however, is to build a case for responsible ship recycling in Alang, where collaboration and investments made by yards drive performance above legal compliance. Our vision is to lead to a transformation of the entire ship recycling industry in Alang.

We have been heavily criticised by some stakeholder groups for this. The claims that we are sending ships to Alang to save money, and that it is irresponsible to work with the yards before they are fully compliant. For A.P. Moller - Maersk, it would have been less costly to continue to recycle a few vessels in China every year, and sell off other ships before end of life, or chartering tonnage rather than owning vessels. This approach does not drive change in those places, whereas 85% of ships are recycled, most often under unacceptable standards. We believe that baring on the ground could help solve this industry-wide problem.

WHAT HAS BEEN ACHIEVED IN ALANG

- The number of findings in external audits fell from 66 in February 2016 to just one in May 2017. The remaining finding is related to excessive monthly overtime, which is an issue we face in all places with migrant workers, including China, and which we continue to address.
- Using 22 indicators for health, safety and environmental performance, we registered one last time injury (a twisted ankle) and one minor gas leakage in the intertidal zone.
- The interface between the ship’s parts and the intertidal zone has been close to eliminated (clean blocks from bow and stern still fall into the intertidal zone using the gravity method for the first time both intertidal zones, and no tidal water entering hull of the vessel). These are two impacts of the teaching method that are most often criticized.
- All workers received relevant safety training and were provided with the appropriate personal protective equipment and required to use it. They are also paid the minimum wage plus 200% overtime payment, and have a contract.
- ILD compliant housing facilities with access to potable drinking water has been provided to all workers at no additional cost.

At year-end 2017, we have other vessels being recycled at Shree Ram (plot V1) and YS (plot 59). As a result of the momentum created, all issues found were resolved before the vessels arrived at the yards. Prior to signing contracts, the yards invested in heavy duty vessels to cut steel blocks directly from the vessels onto an impermeable surface, also from the bow and stern. Therefore, steel blocks are no longer coming into contact with the environment, and no tidal water entering hull of the vessel. These are two impacts of the teaching method that are most often criticized.

Based on these results, we feel confident in stating that our activities in Alang are expanding the range of options available for the responsible recycling of ships.
Proving the case for engagement
After almost two years in Alang, we are encouraged by and truly excited about the progress made so far. The completion report for the first two vessels we sent to Alang—Maersk Georgia and Maersk Wisconsin—shows that commercially viable and responsible ship recycling in Alang is possible. We delivered these first two vessels to Shree Ram Yard (plot 7B) in spring 2016, and the dismantling was completed in late summer 2017. During this period, the yards performance has improved significantly (see page 43).

Furthermore, audits show that all the yards we work with are operating in full compliance with our standards, and are even exceeding our standard by fully eliminating cutting with the intertidal zone during primary cutting, which means they are operating to at least the same level as when we recycle vessels in China and Turkey.

Finally, we see pricing increases in upgrades in many other yards, and when we sold our second batch of vessels, we saw yards competing on higher standards at no extra cost. We believe these results indicate that with this approach, all the ship recycling operations in the entire Alang area could become responsible.

A new initiative for transparency
To accelerate developments, more shipowners need to establish the Ship Recycling Transparency Initiative. In 2017, A.P. Moller - Maersk, the Public Health Institute Foundation of India carried out a survey in the autumn of 2017. The purpose was to assess the prevailing health hazards in the ship-breaking yards in Wider Alang and risks faced by the workers, to assess gaps in existing health care services to address the health care needs of the workers and their families, and to provide recommendations for future efforts. Stakeholders such as the Red Cross, local hospitals and banking, workers, local authorities and the local ship recycling industry association were consulted for this survey. Access to health care – in general and in emergencies – was confirmed as the most urgent unmet need. As a first step in this initiative, we will be engaging more deeply in the area of health promotion and the tackling of accidents in Wider Alang, in partnership with the Indian Red Cross.

Improving health facilities in Alang
Another stated vision for engaging with ship recycling yards in Alang was to contribute to improving conditions for the workers in the wider Alang community. In December 2017, A.P. Moller – Maersk, the Public Health Institute Foundation of India carried out a survey in the autumn of 2017. The purpose was to assess the prevailing health hazards in the ship-breaking yards in Wider Alang and risks faced by the workers, to assess gaps in existing health care services to address the health care needs of the workers and their families, and to provide recommendations for future efforts.

Stakeholders such as the Red Cross, local hospitals and banking, workers, local authorities and the local ship recycling industry association were consulted for this survey. Access to health care – in general and in emergencies – was confirmed as the most urgent unmet need. As a first step in this initiative, we will be engaging more deeply in the area of health promotion and the tackling of accidents in Wider Alang, in partnership with the Indian Red Cross.

ASSESSING ENVIRONMENTAL IMPACTS
In November 2017, we received the results of an environmental analysis performed at the Shree Ram Yard in Alang. Conducted by an independent research company, we tested for the presence of 18 substances in the water. Sixteen of these substances are referenced in the Hong Kong Convention and EU regulations. The remaining four were included in the analysis based on stakeholder opinions.

The results are based on water samples, which were benchmarked against PNEC levels. PNEC is a scientific term for the concentration of a chemical which marks the limit below which no adverse effect on an ecosystem will occur. For the vast majority of substances, the prevalence was below PNEC levels, with the exception of traces in oil, TBT and metals. TBT is a substance widely used in anti-fouling paints in the past. The analysis concluded that the slightly non-storm from the beaching and cutting process itself – it would be splashed or dumped in the intertidal zone when moving blocks or engines. The yards we work with are all in the process of administering contact with the intertidal zone, and discharges would only occur as a result of an accidental spill. In 2017, there were zero spills at the two yards. Regarding TBT, our vessels are verified as fully compliant with the International Convention on the Control of Harmful Anti-Fouling Systems on Ships. The TBT level in the anti-fouling paint used further confirmed that our tested vessel was TBT free and the trace presence was from other sources.

The analysis also determined that, based on the sampling method used, it is not possible to conclude if for what extent our activities contribute to the levels of metals measured. However, both discharge issues and problems with isolating potential pollution stemming from current cutting processes will be similar in yards in China and Turkey. We will continue to work to understand this impact better in all three locations.

To the Stakeholders of A.P. Moller - Maersk A/S
A.P. Moller - Maersk A/S engages to provide limited assurance on the data and information described below and set out in the Sustainability Report of A.P. Moller - Maersk A/S for the year ended 31 December 2017.

Our conclusion
Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us not to believe that data and information in the A.P. Moller - Maersk A/S Sustainability Report for the year ended 31 December 2017 are free from any material misstatements and have been prepared, in all material respects, in accordance with the accounting principles stated in maersk.com/business/sustainability/sustainability- reports and publications reports. This conclusion is based in the context of what is stated in the remainder of this assurance report.

What we are assuring
The assurance engagement was limited to assurance over data and information in the A.P. Moller - Maersk A/S Sustainability Report for the year ended 31 December 2017.

Professional standards applied and level of assurance
We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised: Assurance Engagements other than Audits and Reviews of Historical Financial Information). A limited assurance engagement is substantial less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including gathering of internal control, and the procedures performed in response to the assessed risks. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that could have been obtained had an assurance service been performed.

Our independence and quality control
We have complied with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which includes independence and other ethical requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. We are responsible for establishing International Standard on Quality Control and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements. Our work was carried out by an independent multidisciplinary team with experience in sustainability reporting and assurance.

Understanding reporting and measurement methodologies
The data and information need to be read and understood together with the accounting principles (maersk.com/business/sustainability/sustainability-reports and publications reports), which are available on our website. A.P. Moller - Maersk A/S Sustainability Report and comparisons to the results of a media search; and the assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including gathering of internal control, and the procedures performed in response to the assessed risks. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that could have been obtained had an assurance service been performed.

Our responsibility
We are responsible for:

• Planning and performing the engagement to obtain limited assurance about whether data and information in the A.P. Moller - Maersk A/S Sustainability Report are free from material misstatement, whether due to fraud or error;

• Forming an independent conclusion based on the procedures we have performed and the evidence we have obtained; and

• Reporting our conclusion to the Stakeholders of A.P. Moller - Maersk A/S.
### Performance on social, environmental and economic indicators

#### Social performance

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<tbody>
<tr>
<td>Number of employees (FTEs)</td>
<td>10,227</td>
<td>9,977</td>
<td>9,858</td>
<td>5,765</td>
<td>6,209</td>
<td>6,169</td>
<td>396</td>
<td>330</td>
<td>319</td>
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<tr>
<td>Gas fuels (1,000 tonnes)</td>
<td>32,771</td>
<td>30,461</td>
<td>27,973</td>
<td>5,765</td>
<td>6,209</td>
<td>6,169</td>
<td>396</td>
<td>330</td>
<td>319</td>
</tr>
<tr>
<td>Overall gas (tonnes) emissions</td>
<td>32,771</td>
<td>30,461</td>
<td>27,973</td>
<td>5,765</td>
<td>6,209</td>
<td>6,169</td>
<td>396</td>
<td>330</td>
<td>319</td>
</tr>
<tr>
<td>Electricit(_y) (1,000 MWh)</td>
<td>417,914</td>
<td>387,290</td>
<td>362,405</td>
<td>5,765</td>
<td>6,209</td>
<td>6,169</td>
<td>396</td>
<td>330</td>
<td>319</td>
</tr>
<tr>
<td>Energy consumption (total, T J)</td>
<td>417,914</td>
<td>387,290</td>
<td>362,405</td>
<td>5,765</td>
<td>6,209</td>
<td>6,169</td>
<td>396</td>
<td>330</td>
<td>319</td>
</tr>
<tr>
<td>Water (1,000 m(^3))</td>
<td>417,914</td>
<td>387,290</td>
<td>362,405</td>
<td>5,765</td>
<td>6,209</td>
<td>6,169</td>
<td>396</td>
<td>330</td>
<td>319</td>
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#### Environmental performance

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<tbody>
<tr>
<td>Fuel oil (1,000 tonnes)</td>
<td>10,227</td>
<td>9,977</td>
<td>9,858</td>
<td>5,765</td>
<td>6,209</td>
<td>6,169</td>
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<td>319</td>
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<td>6,209</td>
<td>6,169</td>
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<td>319</td>
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<tr>
<td>Other fuels (1,000 tonnes)</td>
<td>417,914</td>
<td>387,290</td>
<td>362,405</td>
<td>5,765</td>
<td>6,209</td>
<td>6,169</td>
<td>396</td>
<td>330</td>
<td>319</td>
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<td>417,914</td>
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<td>6,209</td>
<td>6,169</td>
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#### Economic performance

|----------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|

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*Note: Financial data is taken from the audited Annual Report of A.P. Moller - Maersk. The annual accounts and independent auditors' report can be found at investor.maersk.com/financials.cfm

1. Discontinued operations as defined in the Group’s accounting principles, except for companies that are not defined as discontinued operations according to International Financial Reporting Standards (IFRS).
2. See p. 29 for LTIf per business
We welcome any questions, comments or suggestions you might have to this report and our performance. Please send your feedback to:

A.P. Møller - Maersk
Esplanaden 50
1098 Copenhagen K
Denmark
Att: Sustainability

You can also send an email to:
sustainability@maersk.com

A.P. Møller - Maersk has tailored the external financial reporting towards the needs of our different stakeholders with two annual publications.

The Annual Report focuses on the detailed legally required information, whereas the Annual Magazine focuses on providing an overview of key developments during the year. The publications can be read individually or combined depending on our stakeholders’ interests.

The Annual Report is available electronically in English at investor.maersk.com.

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

A.P. Møller - Maersk also produces Interim Reports for each of the first three quarters of the year.

Presentations tailored for investors and the financial markets are also uploaded every quarter at maersk.com.

A.P. Møller - Maersk also hosts a Capital Markets Day on a regular basis.

The Interim Reports, presentations and webcasts can be found on our Investor Relations website investor.maersk.com. The Board of Directors of A.P. Møller - Maersk A/S continues to consider the “Recommendations for Good Corporate Governance” put forward by NASDAQ OMX Copenhagen. Further annual good corporate governance information is available in the statutory annual corporate governance statement, cf. section 107, item 6, of the Danish Financial Statements Act covering the financial period 1 January to 31 December.

Photographs
Page 2, 42: Ture Andersen
Page 17, 36: Tom Lindboe
Page 32: Peter Elmholt

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