Performance data

A.P. Moller - Maersk | Continuing operations | Discontinued operations
--- | --- | ---
Social performance

Our employees

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Number of employees (FTEs)</td>
<td>86,279</td>
<td>85,689</td>
<td>N/A</td>
<td>83,512</td>
<td>82,806</td>
<td>N/A</td>
<td>2,767</td>
<td>2,865</td>
<td>N/A</td>
</tr>
<tr>
<td>Women in leadership (% based on headcount)</td>
<td>27%</td>
<td>25%</td>
<td>23%</td>
<td>27%</td>
<td>25%</td>
<td>26%</td>
<td>–</td>
<td>10%</td>
<td>16%</td>
</tr>
<tr>
<td>Gender – female/total (% based on headcount)</td>
<td>29%</td>
<td>27%</td>
<td>26%</td>
<td>29%</td>
<td>27%</td>
<td>28%</td>
<td>–</td>
<td>8%</td>
<td>10%</td>
</tr>
<tr>
<td>Target nationalities in leadership (% based on headcount)</td>
<td>59%</td>
<td>57%</td>
<td>51%</td>
<td>59%</td>
<td>57%</td>
<td>40%</td>
<td>–</td>
<td>12%</td>
<td>9%</td>
</tr>
<tr>
<td>Target nationalities/total (% based on headcount)</td>
<td>71%</td>
<td>70%</td>
<td>69%</td>
<td>71%</td>
<td>71%</td>
<td>74%</td>
<td>–</td>
<td>23%</td>
<td>40%</td>
</tr>
<tr>
<td>Fatalities (headcount)</td>
<td>5</td>
<td>7</td>
<td>7</td>
<td>5</td>
<td>7</td>
<td>6</td>
<td>–</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Lost-time injury frequency (based on exposure hours)</td>
<td>1.16</td>
<td>1.29</td>
<td>0.89</td>
<td>1.16</td>
<td>1.30</td>
<td>0.95</td>
<td>–</td>
<td>0.91</td>
<td>0.58</td>
</tr>
</tbody>
</table>

Environmental performance

Energy consumption

| Fuel oil (1,000 tonnes) | 11,173 | 12,017 | 10,369 | 11,173 | 11,994 | 10,518 | – | 23 | 50 |
| Gas fuels (1,000 tonnes) | 10 | 17 | 569 | 10 | 17 | 17 | – | 0 | 532 |
| Other fuels (1,000 tonnes) | 150 | 116 | 140 | 150 | 118 | 109 | – | 0 | 51 |
| Biofuels (1,000 tonnes) | 8 | – | – | 8 | – | – | – | – | – |
| Electricity (1,000 MWh) | 656 | 732 | 816 | 656 | 730 | 700 | – | 2 | 116 |
| Energy consumption (total, TJ) | 465,815 | 498,209 | 449,578 | 465,815 | 497,233 | 428,381 | – | 976 | 21,197 |

Greenhouse gas (GHG) emissions (1,000 tonnes CO₂ eq)

| GHG emissions | 36,491 | 39,165 | 35,981 | 36,491 | 39,087 | 33,864 | – | 78 | 2,117 |
| Direct GHG emissions (scope 1 GHG Protocol) | 36,204 | 38,826 | 35,579 | 36,204 | 38,749 | 35,519 | – | 77 | 2,060 |
| Indirect GHG emissions (scope 2 GHG Protocol) | 287 | 359 | 402 | 287 | 358 | 345 | – | 1 | 57 |
| Relative CO₂ reduction (percentage vs. 2008 baseline) | 41.8% | 35.9% | 35.9% | 41.8% | 35.9% | 35.9% | – | – | – |

Other air emissions

| SOx (1,000 tonnes) | 15 | 10 | 2 | 15 | 10 | 2 | – | – | – |
| NOx (1,000 tonnes) | 888 | 955 | 826 | 888 | 955 | 820 | – | 2 | 6 |

Other resource consumption

| Waste (1,000 tonnes) | 299 | 340 | 272 | 299 | 358 | 256 | – | 2 | 17 |
| Water (1,000 m³) | 1,696 | 2,275 | 2,971 | 1,696 | 2,244 | 2,661 | – | 12 | 510 |

Spills (hydrocarbons)

| HS m³ (number of spills) | 0 | 0 | 0 | 0 | 0 | 0 | – | 0 | 0 |

Economic performance

[USD million]

| Revenue | N/A | N/A | N/A | 58,890 | 59,280 | N/A | 308 | 1,377 | N/A |
| Profits/loss before depreciation, etc. (EBITDA) | N/A | N/A | N/A | 5,712 | 5,809 | N/A | N/A | N/A | N/A |
| Capex | N/A | N/A | N/A | 2,035 | 3,219 | N/A | N/A | N/A | N/A |
| Tax for the year | N/A | N/A | N/A | 458 | 598 | N/A | 0 | 247 | N/A |

Comments on 2019 performance data

Social performance

Our employees


The increase in diversity on both gender and target nationalities, both at leadership level and across A.P. Moller - Maersk, is due to having a higher retention rate of women and target nationality groups.

Further comments on our performance on diversity and inclusion, along with our targets and performance on representation of women on the Board of Directors and representation of women and persons from countries that are not in the OECD high-income countries list, can be found on p. 58.

Our employees


More details about our safety performance can be found on pages 30–31.

Comments on 2019 performance data

Environmental performance

Energy consumption

Decrease in fuel oil consumption in 2019 is mainly due to reduction in the sailing distance of vessels as well as a decrease in time chartered vessels.

Decrease in gas fuel consumption is due to several factors including closure of factories and office locations.

Increase in other fuels consumption mainly due to increase in terminals.

Consumption of carbon-neutral biofuels for shipping service launched in 2019.

Decrease is mainly due to closure of factories and decrease in office space occupancy.

Decrease in total energy consumption (total, TJ) is due to the decrease in fuel oil consumption.

Greenhouse gas (GHG) emissions

Decrease in GHG emissions is due to the decrease in energy consumption.

97% of our scope 1 emissions come from the operations of our fleet. Decrease in direct GHG emissions is due to the decrease in fuel oil consumption.

Decrease in indirect GHG emissions partly due to decrease in electricity consumption.

Improvement in operational energy efficiency has been achieved by technical retrofitting and by improving planning and optimising of networks.

Other air emissions

SOx is produced from the combustion of heavy fuel oil. Decrease in SOx emissions is due to decreases in fuel oil consumption.

NOx is produced from the reaction of nitrogen and oxygen gases in the air during combustion of fuels. Decrease in NOx emissions is due to decreases in fuel oil consumption.

Other resource consumption

Decrease is due to a change in the categorisation of hazardous waste, as well as closure of factories and decrease in office space occupancy.

Decrease is partly due to closure of factories and decrease in office space occupancy.

Spills (hydrocarbons)

No uncontaminated spills above the threshold of <0 m³.

Economic performance


The annual accounts and independent auditors’ report can be found at http://investor.maersk.com/
Reporting framework
The report was prepared using the Global Reporting Initiative's (GRI) G4 Sustainability Reporting Guidelines as guidance to ensure a consistent report content and quality in terms of materiality, stakeholder inclusiveness, sustainability management, comparability, accuracy, timeliness, clarity and reliability. A.P. Moller - Maersk no longer applies GRI-specific disclosure.

Reporting period
Our reporting covers the period from 1 January to 31 December 2019.

Controls
While data regarding number of employees, women in leadership, and nationalities are generated from our HR systems, data regarding accidents, fatalities, exposure hours, energy consumption, water, waste and spills are reported through our consolidated reporting tool submitted to all reporting entities within A.P. Moller - Maersk. The consolidated reporting tool used by our businesses to report performance data is validated via IT audit, with manuals and online training in place. A set of generally accepted accounting principles for sustainability has been established, which defines the reporting rules, processes and responsibilities. A controlling guideline has been distributed to help secure the businesses, own assurance of submitted data, before sign-off by the respective CEOs and CFOs. Furthermore, all businesses are required to perform internal audit on significant data developments.

The data reported under financial scope is included in the consolidated accounts, both within and after the demerger. Reporting under financial scope is not feasible for A.P. Moller - Maersk.

Data categories and accuracy
A.P. Moller - Maersk has defined two categories of data: documented and probable. The reason for this split is that some data is more difficult to document than other data, consequently, reporting on probable data is based on data received and controlled in the Group’s consolidated reporting tool, but with an inherent risk of being incomplete.

Documented data comprises: employees (FTES), energy consumption, transport work (for EEOI), and financial data. Probable data comprises: safety (fatalities and LTIf), waste, water, spills, gender and nationalities.

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

The reliability of probable data is somewhat lower but is still provided to the best of the management’s knowledge.

Financially scoped probable data (water and waste) must always be definable and, if applicable, report on an emission (or energy consumption) basis to work on a permanent basis at sea.

• Documented data: performances based on the methodology of the financial scope initiative. EEOI performance is monitored and reported by the Fleet Management Team (Fleet Operation and Performance) for vessels, and by the MEPC/GC, ILP, and is calculated in KtCO2 eq.

In practice we calculate EEOI on voyage level and aggregate it in the following way:

\[
\text{EEOI} = \sum \frac{\text{EEOI}_{v}}{\text{nm}} \times \text{Nm} \times \text{FTEs}
\]

The data sources are:

• 1. CO2: Based on fuel consumption, from departure voyage 1, to departure voyage 2. 
• 2. EEOI: A scheme must always be used in full. Thus, no combined schemes are allowed unless specifically defined in the documentation. In case of uncertainty, the most recent scheme or default conversion factors are used. Internationally recognised generic schemes are preferred.
• 3. Nm – GPS distance from departure voyage 1, to termination voyage 2.

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A.P. Moller - Maersk has defined three categories of data: documented, probable and impossible. The reason for this split is that some data is more difficult to document than other data, consequently, reporting on probable data is based on data received and controlled in the Group’s consolidated reporting tool, but with an inherent risk of being incomplete.

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• 3. Nm – GPS distance from departure voyage 1, to termination voyage 2.

Definitions:
Number of employees measures the average number of full-time equivalents (FTEs). FTEs are calculated based on the total number of compensable hours (days) in a year comprised in leader’s years of service. The number of hours is calculated as ‘a month’ (31.5 days) x ‘a week’ (5 days) (31.5 x 5 = 157.5 hours) x ‘a year’ (52 weeks) = 81,150 hours. This is the compensated hours formula that is compatible with the Greenhouse Gas (GHG) Protocol and is used in our energy consumption calculation. The basis of the update was the annual update of our financial consolidation methodology; data is included 100%. Joint ventures and associated companies are excluded. Using financial consolidation principles and third parties does not change the responsibility. A.P. Moller - Maersk is liable for consumption, emissions and other GHG gases converted to CO2 equivalents.

• Target nationalities in leadership is the percentage of women employed based on headcount. (A.P. Moller - Maersk).
• Number of employees measures the average number of full-time equivalents (FTEs). FTEs are calculated based on the total number of compensable hours (days) in a year comprised in leader’s years of service. The number of hours is calculated as ‘a month’ (31.5 days) x ‘a week’ (5 days) (31.5 x 5 = 157.5 hours) x ‘a year’ (52 weeks) = 81,150 hours. This is the compensated hours formula that is compatible with the Greenhouse Gas (GHG) Protocol and is used in our energy consumption calculation. The basis of the update was the annual update of our financial consolidation methodology; data is included 100%. Joint ventures and associated companies are excluded. Using financial consolidation principles and third parties does not change the responsibility. A.P. Moller - Maersk is liable for consumption, emissions and other GHG gases converted to CO2 equivalents.

• Gender – female over total is the percentage of women employed based on headcount. (A.P. Moller - Maersk).

• Risk of pollution: Through over- and underreporting, the Group might report under- or over-emissions. 

• Financially scoped probable data (water and waste) must always be definable and, if applicable, report on an emission (or energy consumption) basis to work on a permanent basis at sea.

• Deficiencies: Excludes suicides or attempted suicides, criminal or terrorist activity, and incidents which occur off the ship but where the consequences appear onboard at some later time.

• Energy consumption encompasses fuel oil, gas fuels, other fuels (biogas, gasoil, kerosene, and LPG), heat and power, electricity, and the consumption of electricity / district heating. 

• EEOI: EEOI performance is monitored and reported by the Fleet Management Team (Fleet Operation and Performance) for vessels, and by the MEPC/GC, ILP, and is calculated in KtCO2 eq.

• Deadline for reporting framework is 31 December 2019.

• Nm – GPS distance from departure voyage 1, to termination voyage 2.

• Term ‘Jump’ is defined as the number of lost-time injuries per million hours worked.

• Wage and benefited (W&B) is defined as the total number of compensable hours (days) in a year comprised in leader’s years of service. The number of hours is calculated as ‘a month’ (31.5 days) x ‘a week’ (5 days) (31.5 x 5 = 157.5 hours) x ‘a year’ (52 weeks) = 81,150 hours. This is the compensated hours formula that is compatible with the Greenhouse Gas (GHG) Protocol and is used in our energy consumption calculation. The basis of the update was the annual update of our financial consolidation methodology; data is included 100%. Joint ventures and associated companies are excluded. Using financial consolidation principles and third parties does not change the responsibility. A.P. Moller - Maersk is liable for consumption, emissions and other GHG gases converted to CO2 equivalents.

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