

Performance on social, environmental and economic indicators



	2017			2016			2015					
Social performance												
Our employees												
Number of employees (FTEs)	32,240	31,858	32,750	22,192	22,615	21,171	10,993	11,292	11,087	2,760	2,870	2,847
Women in leadership (% based on headcount)	28%			18%			29%			22%		
Gender – female/total (% based on headcount)	32%			11%			44%			8%		
Target nationalities in leadership (% based on headcount)	61%			46%			41%			16%		
Target nationalities/total (% based on headcount)	84%			79%			60%			13%		
Fatalities (headcount)	2	0	0	3	2	4	0	0	1	0	0	1
Lost-time injury frequency (based on exposure hours)	0.54	0.42	0.55	1.66	1.53	1.94	0.30	1.04	0.63	0.28	0.63	0.53
Environmental performance												
Energy consumption												
Fuel oil (1,000 tonnes)	10,227	9,477	8,858	6	4	5	0	0	0	62	57	55
Gas fuels (1,000 tonnes)	2	1	2	10	1	3	1	1	1	0	0	0
Other fuels (1,000 tonnes)	11	8	8	93	200	114	3	3	3	0	0	0
Electricity (1,000 MWh)	55	54	60	473	231	481	37	37	38	25	10	9
Energy consumption (total, TJ)	417,914	387,290	362,405	5,765	8,249	6,189	306	300	319	2,714	2,473	2,373
Greenhouse gas (GHG) emissions (1,000 tonnes CO₂ eq)												
GHG emissions	32,802	30,461	27,973	634	662	576	31	32	35	226	200	193
Direct GHG emissions (scope 1 GHG Protocol)	32,771	30,429	27,935	425	573	358	11	11	11	211	196	189
Indirect GHG emissions (scope 2 GHG Protocol)	31	32	38	209	89	218	20	21	23	15	4	5
Other air emissions												
SO _x (1,000 tonnes)	530	489	458	0	0	0	0	0	0	0	0	1
NO _x (1,000 tonnes)	811	751	702	2	4	2	0	0	0	5	4	4
Other resource consumption												
Waste (1,000 tonnes)	172	155	153	42	24	70	5	5	5	2	1	3
Water (1,000 m ³)	287	308	321	1,641	739	2,249	231	237	250	58	36	40
Spills (hydrocarbon)												
>10 m ³ (number of spills)	0	1	1	0	0	0	0	0	0	0	0	1
Economic performance (USD million)												
Revenue	24,299	20,715	23,729	4,138	4,176	4,240	2,668	2,507	2,740	659	642	669
Result	541	-376	1,303	-168	438	654	-35	31	19	102	91	120
Underlying result	511	-384	1,287	414	433	626	-36	31	15	114	89	116
Tax for the year	159	+20	128	53	149	106	24	24	21	8	6	6

	2017			2016			2015								
MAERSK CONTAINER INDUSTRY															
Number of employees (FTEs)	5,393	5,381	4,750	2,236	2,249	2,927	75,814	76,265	75,532	9,853	11,471	12,823	85,667	87,736	88,355
Women in leadership (% based on headcount)	18%			22%			26%			16%			23%		
Gender – female/total (% based on headcount)	32%			24%			28%			10%			26%		
Target nationalities in leadership (% based on headcount)	42%			13%			40%			9%			31%		
Target nationalities/total (% based on headcount)	55%			48%			74%			40%			69%		
Fatalities (headcount)	1	0	0	0	0	1	6	2	7	1	0	0	7	2	7
Lost-time injury frequency (based on exposure hours)	1.31	1.90	2.87	N/A	N/A	N/A	N/A ²	N/A ²	N/A ²	N/A ²	N/A ²	N/A ²	N/A	N/A ²	N/A ²
OTHER BUSINESSES, UNALLOCATED & ELIMINATIONS															
Fuel oil (1,000 tonnes)	0	0	0	1	8	9	10,296	9,546	8,927	73	569	528	10,369	10,115	9,455
Gas fuels (1,000 tonnes)	4	3	3	0	1	0	17	7	9	352	610	674	369	617	683
Other fuels (1,000 tonnes)	1	1	1	1	1	1	109	213	127	51	76	65	160	289	192
Electricity (1,000 MWh)	105	62	100	5	5	4	700	399	692	116	125	116	816	524	808
Energy consumption (total, TJ)	603	370	534	126	391	427	427,428	399,073	372,247	22,150	55,780	56,627	449,578	454,853	428,874
CONTINUING OPERATIONS															
GHG emissions	82	49	81	12	32	33	33,787	31,436	28,891	2,194	4,733	4,568	35,981	36,169	33,459
Direct GHG emissions (scope 1 GHG Protocol)	14	9	11	10	30	31	33,442	31,248	28,535	2,137	4,669	4,509	35,579	35,917	33,044
Indirect GHG emissions (scope 2 GHG Protocol)	68	39	69	2	3	3	345	188	356	57	64	59	402	252	415
DISCONTINUED OPERATIONS¹															
SO _x (1,000 tonnes)	0	0	0	0	0	1	530	489	460	1	24	22	531	513	482
NO _x (1,000 tonnes)	0	0	0	0	2	2	818	761	710	8	48	45	826	809	755
Waste (1,000 tonnes)	31	33	43	2	1	1	254	219	275	18	37	39	272	256	314
Water (1,000 m ³)	379	320	395	20	23	18	2,616	1,663	3,273	355	721	752	2,971	2,384	4,025
>10 m ³ (number of spills)	0	0	0	0	0	0	0	1	2	0	2	1	0	3	3
A.P. MOLLER - MAERSK															
Revenue	1,016	564	691	-1,835	-1,338	-1,908	30,945	27,266	30,161	N/A	N/A	N/A	30,945	27,266	30,161
Result	38	-55	-54	-672	-598	-108	-194	-469	1,934	-970	-1,428	-1,009	-1,164	-1,897	925
Underlying result	38	-53	-52	-685	-612	-439	356	-496	1,553	N/A	N/A	N/A	356	-496	1,553
Tax for the year	13	+8	+24	+38	20	+12	219	171	225	972	883	297	1,191	1,054	522

Financial scope. Covered by the A.P. Moller - Maersk Generally Accepted Accounting Policies and controlling guideline.
 Operational scope. Covered by the Generally Accepted Accounting Policies.
 Described in the Generally Accepted Accounting Principles – data from other sources than the financial and operational scoped data.
 From 2017 gender and nationality data will be reported by headcount, previously by FTE. Historic data has not been included, as it would not be comparable.
 See our Sustainability Accounting Principles at [maersk.com/business/sustainability/sustainability-reports-and-publications/reports](https://www.maersk.com/business/sustainability/sustainability-reports-and-publications/reports)

¹ Discontinued operations is comprised of Maersk Drilling, Maersk Oil, Maersk Supply Service, and Maersk Tankers. Maersk Tankers was sold during the year, and was thus excluded from 2017, with the exception of financial profit/loss. Figures relating to 2015 and 2016 have been restated accordingly

² See p. 29 for LTIF per business

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

Sustainability accounting principles

Reporting framework

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

Reporting period

Our reporting covers the period from 1 January to 31 December 2017.

Controls

The consolidated reporting tool used by our businesses to report performance data is validated via IT audit, with manuals and online training in place. A set of generally accepted accounting principles for sustainability 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 obliged to provide explanation sheets on significant data developments. Furthermore, the data reported under financial scope is included in the framework used to assure risks and controls for financial reporting (Danish Statements Act §107b, section 1, no 6).

Scope

Operational scope is only applied for safety and spills data when a business unit or one of its subsidiaries has the governing authority and responsibility for safety and environmental management of the people, processes and facility – either directly or indirectly via third-party contractual arrangements. This approach excludes data from assets that are partly owned by the business unit but operated by another company (i.e. a non-operated joint venture). Mobile assets are included when operated by the business unit. For vessels, the International Safety Management Code Document of Compliance must be held by the business unit to include the data.

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

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

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

Comparability

Following the classification of Maersk Oil, Maersk Tankers, Maersk Drilling and Maersk Supply Service as discontinued operations, the businesses are presented separately on an aggregated level. To secure comparability, this has been restated with retrospective effect.

Underlying result is profit/loss only from continuing operations. Figures relating to 2015 and 2016 have been restated accordingly.

Maersk Tankers was sold during the year, and was excluded from 2017, with the exception of financial profit/loss. Figures relating to 2015 and 2016 have been restated accordingly.

From 2017, gender and nationality data, which includes women in leadership, gender – female/total, target nationalities in leadership, target nationalities/total, will be reported by headcount, previously FTE. Data was extracted from SAP HR as at 31st December 2017, excluding approximately 4,500 APMT employees who are not recorded in SAP HR and under the 'MyCareer' organisational structure framework have no level allocated. Historic data has not been included, as it would not be comparable.

Consolidation

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

Data categories and accuracy

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

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

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

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 defensible, and if assumptions are necessary due to lack of documentation, then the assumptions made must be verifiable. The documentation demand is that we use ISA 500 evidence, to the extent that it exists. If no such evidence exists, then assumptions based on the probable data must be made in writing and shall be verified by the reviewer, whereby the data are always defensible.

Probable data, which is operationally scoped (health and safety, spills, anti-corruption, gender and nationality), has the weakest data quality, as it is not possible to review for validity and completeness. The data is still provided to the best of the management's knowledge, bearing the practices of the individual business units' industries in mind.

Emission conversions

Our GHG emissions are calculated indirectly via default conversion factors for energy consumption and other GHG gases. The conversion factors for 2017 have been updated for electricity/district heating. The basis of the update was the annual update of these converters, by the International Energy Agency.

The principles for choosing among the schemes are:

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

Primary schemes used are API (updated 2009), DEFRA (updated 2014) and IEA (updated 2016).

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 work year compared to the number of hours (days) in a 'norm' work year. Excluded are employees on unpaid leave, contractors and temporary staff
- Headcounts are defined as regular employees not on leave, on paid leave and on unpaid leave. Excluded are contractors and temporary staff
- Women in leadership is the percentage of women in level 5, 6, 7, 8 and 9, corresponding to Senior Managers, Leaders, Senior Leaders, and Executives, compared to total headcount of the same levels
- Target nationalities in leadership is the percentage of leaders with non-high-income OECD nationalities in level 5, 6, 7, 8 and 9, corresponding to Senior Managers, Leaders, Senior Leaders, and Executives, compared to total headcount of the same levels

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

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

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

- Direct GHG is the sum of all six Kyoto gasses converted to CO₂ equivalents. Kyoto gasses comprise: CO₂, CH₄, and N₂O, which are calculated based on fuel consumption/combustion, and HFC, SF₆, NF₃ and HCFC, which are based on direct consumption

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

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

- Amount of waste is the sum of all waste types generated

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

- Oil spills are defined as any type of spills of hydrocarbon liquids greater than ten m³, resulting from any unintended release associated with current operations, from primary or secondary containment

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